



**All things to all men**  
**Japanese unsure about**  
**multimedia**  
Page 10



**Bolger's budget**  
**New Zealand's first sur-**  
**plus for 20 years**  
Page 18



**The mouseketeer**  
**Bernard Tapie**  
**and the French**  
Page 19



**Los Winstoneros**  
**Spain's contraband cig-**  
**arette industry**  
Page 2

# FINANCIAL TIMES

Europe's Business Newspaper

TUESDAY JULY 5, 1994

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## Rwandan rebels take capital and confront French

Rwandan rebels captured key government positions in the capital, Kigali, and took Butare, the last big government-held town in the south. French troops, originally instructed to avoid any clashes, were ordered by Paris to halt any further rebel advance. But the rebels vowed to push on with their military advance, saying French troops had no business in Rwanda and would be seeking confrontation if they stood in the rebels' way.

**AGF sale confirmed:** The French government is to go ahead with privatising Assurances Générales de France this autumn despite recent weakness in the Paris stock market. AGF is the country's third-biggest insurer. Page 21

**Signs of UK recovery strengthen:** UK building suppliers gave fresh evidence that the country's recovery is spreading across the economy. Meanwhile official figures showed retail spending stayed buoyant despite April's tax increases. Page 8

**Diplomat gunned down:** Greek terrorists shot and fatally wounded a Turkish diplomat as he drove to work in Athens. Three men drove their car alongside that of deputy chief of mission Haluk Sipahigil and opened fire. The extreme leftist November 17 terrorist group claimed responsibility.

**Swedish bond issue success:** Swedish finance minister Anne Wibble welcomed strong interest from investors in a big state bond issue and rejected criticisms of the government's fiscal policies. Page 20

**Treuhänder saves bank:** Treuhänderstift, the industrial reconstruction agency for eastern Germany, has launched legal action in Zurich against the Swiss subsidiary of Bank Austria to recover Sch. 76bn (\$156.6m) plus interest. The money was allegedly hoarded there by agents of the former East German Communist party. Page 2

**Aden under attack:** North Yemen troops bombarded the southern city of Aden, where half a million people have been surviving in temperatures of up to 40 degrees Celsius without mains water supplies. They also captured the eastern port of Mukalla.

**Deutsche Bank men lose jobs:** Four Deutsche Bank executives have lost their jobs over the collapse of the Jürgen Schneider group but they had not behaved dishonourably, the bank said. Page 2

**Mitterrand hails South Africa:** French president François Mitterrand told South Africa's parliament that the country's transition to democracy was an example for Africa to follow. Page 5

**Scottish & Newcastle:** The UK drinks and leisure group, improved annual taxable profits by 22 per cent to £222m (\$337.4m), thanks partly to a strong six-month contribution from its Chief & Brewer pubs acquisition. Page 21

**RWE:** Germany's biggest utility, forecast slightly better profits for the year to June but strong earnings in the coming year. Last year RWE earned DM188tn (\$540.4m). Page 21

**Ireland ousted:** The Netherlands' footballers produced their best form to beat Ireland 2-0 and book themselves a place in the World Cup quarter-finals. The first goal came from Dennis Bergkamp (left), the second from Wim Jonk, and Ireland could not recover. World Cup, Page 4

**Burda:** German magazine publisher, confirmed yesterday it was negotiating to acquire a 25.1 per cent stake in the ailing Vox TV station, to join Rupert Murdoch's News Corporation and the Bertelsmann media group as a major shareholder. Page 21

**Rewards offered for finding baby:** A total of £50,000 (\$78,000) reward money was offered for help finding abducted baby Abbie Humphries, who was taken by a bogus nurse from a Nottingham hospital on Friday.

**Child agency blames fathers:** Fathers who campaigned against Britain's newly-formed Child Support Agency were blamed for contributing to its £112m (\$170.2m) budget shortfall. The agency assesses and collects maintenance payments from absent parents to support those who care for their children.

**Doctors blast NHS changes:** Sandy Macara, leader of Britain's doctors, strongly attacked the government's health service changes. The British Medical Association conference gave Dr Macara a two-minute ovation when he protested about low morale in the service. Page 8

STOCK MARKET REVERSES			
FT-SE 100	2598.4	(-34.8)	London
Yield	4.17		
FT-SE Europe 100	1326.87	(+12.55)	
FT-SE-Air Share	1483.03	(+0.94)	
IBV	28,531.50	(+8.52)	
LONDON MONEY			
3-mo Interbank	5.7%	(Same)	
Life long bill rate	Sept 1995	(Sep 95)	
NORTH SEA OIL (August)			
Brent 15-day (August)	\$17.47	(17.63)	Tokyo close Y 98.47

The New York markets were closed yesterday			
Africa	Sub2	Ques	0.00
Asia	Sub2	Ques	0.00
Europe	Sub2	Ques	0.00
Latin	Sub2	Ques	0.00
US	Sub2	Ques	0.00
World	Sub2	Ques	0.00

## Alcatel chairman questioned over use of funds

By John Riddling in Paris

Mr Pierre Suard, chairman of Alcatel Alsthom, one of France's largest companies, was detained for questioning yesterday by magistrates investigating alleged misuse of corporate funds and over-billing by a subsidiary of the telecoms and electrical engineering group.

Alcatel described the detention as "scandalous" and said Mr Suard did not exercise any functions at Alcatel CIT, the subsidiary under investigation.

Alcatel shares plunged on the news, falling 8.3 per cent to FF7541 and pulling the Paris stock market lower. The CAC-40

### Sharp drop in company's shares drags Paris market lower

index of leading shares closed at 1868, compared with the day's high of 1907.

The detention of the Alcatel chairman, who was being questioned at Versailles, west of Paris, is the latest blow to France's industrial establishment.

In May, Mr Didier Pineau-Valencienne, chairman of Groupe Schneider, the electrical engineering group, was arrested in Belgium and detained for 12 days as part of an investigation into alleged fraud concerning the

treatment of minority shareholders in two of the group's subsidiaries. Mr Pineau-Valencienne, who has been released on bail, has denied the accusations.

Mr Suard is one of France's best-known businessmen, credited with the rapid expansion of the group since 1986 when he took the helm of Compagnie Générale d'Electricité, later Alcatel Alsthom. He is close to senior members of the Gaullist RPR party, including Mr Edouard Balladur, the prime minister.

The company, with 196,500 employees and reported profits of FF71.1bn last year on sales of FF156.3bn, is one of the world's largest telecommunications and engineering groups. It has a joint venture with GEC of the UK and manufactures the high-speed Train à Grande Vitesse.

Mr Suard's detention, which can last for 48 hours, is the latest step in an investigation into alleged over-billing of France Télécom, the state-owned telecommunications operator, by executives of Alcatel CIT.

The origins of the investigation date back more than a year to an inquiry into two former employees of Alcatel CIT who were accused of manipulating prices for equipment ordered by France Télécom for their own benefit.

According to Alcatel, the employees accused senior executives at the company, including Mr Suard, of having work done at private properties at the company's expense. In May, Mr Pierre Guichet, chairman of Alcatel CIT, and Mr Jacques Imbert, assistant managing director at the parent company, were placed under

investigation in the affair. Alcatel Alsthom has strongly denied any wrongdoing. In a letter to employees in May, Mr Suard condemned what he described as "a campaign of defamation". He said he had paid for all personal work at his home, except security measures, and Alcatel had never engaged in over-billing, false billing or double accounting.

According to Alcatel, the installation of security devices at Mr Suard's home had been carried out on the recommendation of the government.

The Tapie affair, Page 19  
World stocks, Page 38

## Bonn insists weak dollar will not be focus of G7 summit

By Quentin Peel in Bonn and Philip Gawth and Graham Bowley in London

The German government moved yesterday to dispel expectations that the summit of the world's seven leading industrial countries this weekend will try to take action to strengthen the weak dollar.

Although financial markets were generally quiet yesterday, a tightly compressed week of policy-making meetings - today's session of the US Federal Open Market Committee, the policy making body of the Federal Reserve, a Bundesbank council meeting on Thursday and the G7 summit in Naples beginning the next day - has intensified speculation that some effort may be made to support the US currency.

The dollar finished in London at Y88.9 and DM1.5965, barely changed from Friday's close of Y88.705 and DM1.5946. US financial markets were closed for the July 4 holiday.

Last week the dollar fell against the yen to a post-war low of Y97.88 and concerns about the US currency contributed to general financial market volatility.

But the most senior German

government official involved in the preparation for the G7 summit in Naples said yesterday he did not understand "the recent excitement about the dollar, especially in relation to the European currencies".

Mr Gert Haller, state secretary in the Finance Ministry and Chancellor Helmut Kohl's personal "sharp" for G7, said: "The developments of recent weeks have fortunately had no significant effect on European exchange rates. I cannot see any reason for excitement in that."

At about DM1.60, the dollar/D-Mark exchange rate was in line with its long-term average rate, he added.

Mr Haller said a special problem existed in the exchange rate between the dollar and the yen, stemming directly from the "difficult relations" between the US and Japan over their trade imbalance.

Analysts in London said the Fed committee faces a dilemma today in that a rise in US interest rates is likely to push US and European markets lower and might be seen as a precursor for more action at the G7 meeting.

Yet keeping rates at their current levels could cause a further bout of dollar-selling. Despite Mr Haller's apparent lack of concern at the dollar's current weakness, the state secretary said trends in the long-term capital markets, particularly rising US interest rates, were indeed a worry for Germany.

He said this did not reflect the progress made by the German government in bringing its deficit spending under control, nor the steady decrease in the German inflation rate, most recently to under 3 per cent.

"If you look at the short-term interest rates today, I believe there is room for further reductions in long-term rates," he said.

Mr Haller said he expected the general improvement in the world economy, combined with concern at the continuing high level of unemployment, to dominate the G7 economic agenda.

Germany will also be pushing at the summit for a firm commitment to more financial assistance to help with nuclear safety in the former Soviet Union and eastern Europe.

Swedish bonds issue, Page 20  
International bonds, Page 25  
Japan's rising imports, Page 5

## ICI and Enichem consider flotation of PVC subsidiary

By Paul Abrahams in London

Britain's Imperial Chemical Industries and Enichem of Italy are considering the flotation of EVC, their 50-50 polyvinyl chloride subsidiary.

The flotation suggests a continuation of ICI's strategy of quitting the commodity chemicals business. Last year it sold its fibres business to Du Pont of the US, and its polypropylene capacity to BASF of Germany.

EVC is Europe's largest manufacturer of PVC with capacity of 1.1m tonnes a year and about 20 per cent of the European market. The potential flotation follows the collapse of a possible management buy-out. Oxychem, a Dallas-based group and a leading US PVC producer, had also expressed interest, but its offer is understood to have been too low.

Analysts were yesterday unsure how to value EVC, given how little is known about it. Turnover last year was about £750m (\$1.14bn). Operating losses were about £100m, taking into account raw material discounts provided by the parent companies. ICI says the subsidiary is now trading profitably.

The only comparable company is Geon, the Ohio-based PVC manufacturer floated in March last year by B.F. Goodrich, the specialty chemicals and aerospace group. Geon has a market

capitalisation of \$730m on sales of about \$950m. However, the recovery of the US PVC market is more advanced than in Europe, possibly making Geon's valuation higher than EVC's.

EVC has moved into profit in the last quarter after the rapid upturn in European PVC prices - from a low of DM0.55 (\$0.53) per kilogramme of pipe-grade plastic in the second quarter last year to DM1.3 (\$0.78) at present, according to Chem Systems, London-based chemicals consultants.

Prices have risen since the collapse of imports from 700,000 tonnes a year in 1992 to 300,000 tonnes this year. Production problems have hit east European imports, and US imports have dropped following buoyant demand in North America and Asia. In Europe, production increased 6 per cent during the first four months this year, according to Chem Systems.

EVC's main competitors are Solvay of Belgium with 905,000 tonnes capacity a year, Elf Atochem of France (705,000 tonnes a year), Vinnolit, a joint-venture between Hoechst and Wacker of Germany (635,000 tonnes a year) and Shell, the Anglo-Dutch consortium (500,000 tonnes a year).

Merchant bank S.G. Warburg is advising ICI, while UBS is representing Enichem.

## France seeks EU curbs on UK beef

By Alice Hawthorn in Paris and Michael Lindemann in Bonn

France has joined Germany in pressing for restrictions on British beef exports to the rest of the European Union, while Germany said yesterday it had been sympathetic from the Benelux countries for its plan to impose a six-month ban on UK beef.

The French agriculture ministry confirmed that Paris supported German efforts to prevent the spread of bovine spongiform encephalopathy, so-called "mad cow disease", by imposing restrictions on imports of British beef.

But officials emphasised that France was pressing for general action by the European Union and had no intention of imposing its own national restrictions.

The agriculture ministry in Paris said: "We have, together with Germany, presented proposals for limitations on British beef imports. But we do not plan to take action on a national basis."

Even so, French support for restrictions will cause particular concern in the UK, since France is by far its biggest beef customer for beef.

Mrs Simone Veil, the French health minister, and Mr Jean



China's prime minister Li Peng with Chancellor Helmut Kohl at the start of a week-long visit to Germany. China yesterday condemned the imposition of EU quotas on a range of its exports. Page 20

## China plans to build up large-scale car industry by 2010

By Tony Walker in Beijing

China plans to establish three to four "internationally competitive" vehicle makers by 2010 and intends to encourage private purchases that would make cars a "part of Chinese family life".

Under the new policy unveiled yesterday, China emphasised its determination to build an industry in which the development of large-scale manufacturers would be encouraged in a now fragmented industry.

"The immediate target is to allow, within this century, two to three vehicle-manufacturing groups to grow into large corporations with considerable capacity, [including] six or seven vehicle makers which would become the backbone of the industry," the policy stated.

It added that, by 2010, three to four "internationally competitive" vehicle makers should emerge as part of a policy that would "link the strong with the strong".

Representatives of foreign automotive companies jostling for a share of the market welcomed the policy, saying it appeared to provide relatively clear guidelines for the industry's development.

Foreign manufacturers yet to

Continued on Page 20  
Foreigners back policy, Page 8

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## NEWS: EUROPE

# Auditors hit at lending by Deutsche

By David Waller in Frankfurt

Four senior executives of the Deutsche Bank resigned yesterday following the publication of a critical report into the bank's lending to the Jürgen Schneider group, the property empire which collapsed in April with debts of more than DM55bn (\$2bn).

The auditors concluded that Deutsche had been the victim of systematic deception and that there was no evidence of discreditable conduct at the bank, the biggest creditor to Schneider, and owed DM1.2bn. But, they found, Deutsche was lax in the way it dealt with its loans to Schneider and "more critical processing should... have brought the deception to light".

Deutsche invested too much trust in Mr Jürgen Schneider, the entrepreneur whose disappearance in April triggered the company's collapse, the auditors said. "Not least because of the level of trust invested in Mr Schneider, the level of information and controls (at the bank) were not commensurate with the risks entered into," the Wollert-Elmendorff Deutsche Industrie-Treuhand accountancy firm concluded.

Acknowledging the justice of the criticism, Deutsche said that it had implemented changes in its internal processing and control systems to prevent similar mistakes being made again. "Throughout the group the rules for real estate financing have been strengthened," the bank said, "in particular concerning the criteria for valuation [of properties] and disbursement [of loans]." The executives leaving the

banking group as a result of the affair are: Mr Jürgen Huvendick and Mr Detlev Rode, both board directors of Deutsche Zentralbankkredit, the Deutsche property lending subsidiary through which the bulk of the group's DM1.2bn loan to the Schneider group was channelled. Mr Klaus Peter Fischer, a senior official at Deutsche's Baden-Baden branch, and Michael, Prince of Sachsen-Weimar, a senior official at the Mannheim branch, were said to have resigned from the bank by mutual agreement.

The admission of mistakes and the resignations contrast with the bank's reaction in the immediate aftermath of Schneider's disappearance when Mr Georg Krupp, Deutsche Bank main board director and chairman of the central-bank credit supervisory board, said the bank had not made any errors.

But as the scale of the alleged fraud mounted, the bank limited that there would be personnel consequences.

The report gave some comfort to Deutsche, which lent money to Schneider based on property valuations and estimates of space to be let which turned out to be dramatically optimistic. Schneider's properties - prestige developments in his native city centre - were different from others and therefore difficult to value, the auditors said.

The whereabouts of Mr Schneider remain unknown. Reports that he attempted to make contact with Frankfurt-based prosecuting authorities via a Swiss lawyer have not been confirmed.

# Russian investment 'to surge'

By John Lloyd in Moscow

A vastly increased rate of foreign investment in the Russian economy for this year was forecast yesterday by Mr Anatoly Chubais, the deputy prime minister for privatisation - in a confident survey of a process which has thrown state companies into private hands at a rate and in a volume unmatched anywhere in the world.

His forecast was backed by a senior foreign banker in Moscow who - speaking on conditions of anonymity - said that "a lot of private and company investors have been coming in and quietly investing in Russian privatisation. My impression has been that there is a lot more than we have thought because they have been doing it discreetly and don't want to draw attention to themselves."

Mr Chubais said that estimates of a \$10n-\$15n limit on foreign investment in Russia in the course of this year had to be sharply revised upwards to between \$60n-\$100n, according to forecasts made by the state property committee, which he chairs.

He said that Russian capital

flight - estimated at more than \$25bn - was now returning because "it is more profitable to keep money here in rouble accounts than abroad in hard currency accounts". The real interest rate in Russia, though falling, is one of the highest in the world.

Strongly defending bankruptcy for hopeless companies - a process yet to get under way - Mr Chubais said that "we must do it not because we want to but because the country needs it".

However, Mr Chubais admitted that he had washed his hands of the privatisation process in Moscow - where only 20 per cent of large industries have been privatised.

The mayor of Moscow, Mr Yuri Luzhkov, has managed to get presidential backing to greatly slow down the process and to prolong the use of privatisation cheques to the end of the year - though they lost value in the rest of the country at the end of June.

"In Moscow we see so many breaches of the law, so many breaches of the constitution, so much corruption that I can have nothing to do with it," he said.



Optimistic: Mr Anatoly Chubais, Russian deputy prime minister

# FBI in business in Moscow

By John Lloyd

The director of the US Federal Bureau of Investigation, Mr Louis Freeh, yesterday opened a representative office in Moscow and appealed to the Russian authorities to combat crime before it overwhelmed them.

Mr Freeh told an audience of interior ministry police officers that Russian organised crime represented "a threat to world security".

The FBI chief, on a 10-day tour of eastern Europe, told a packed hall at the interior min-

istry police academy that the fact that Russian crime groups could "use their existing and expanding criminal networks to exploit weapons grade radioactive materials is sufficient to warrant international concern and action".

Though his speech was a model of diplomatic balance, he stressed the many mistakes made by US law enforcement agencies in the original response to the growth of organised crime which permitted the expansion of a powerful, well-organised crime syndicate. However, he stressed

the need to tackle urgently the Russian problem - now being internationalised.

As well as the "significant threat" of a catastrophic attack by criminals armed with nuclear weapons, Mr Freeh stressed:

■ The potential of crime gangs "to ultimately retard Russia's economic development and precipitate the flight of legitimate capital";

■ The ability of the gangs to "launder" money from Russia through banks in the US - "a potentially corrupting influence on the banking industries in Russia and the US".

■ The threat posed to the Russian state by the growing and ruthless power of the gangs. Quoting President Boris Yeltsin, Mr Freeh said that "organised crime is trying to take the country by the throat".

■ The use of Russia as a transshipment point for drug traffic - especially by the Colombian drug cartels.

However, Mr Freeh insisted that the "law enforcement response to this criminal threat must be consistent with the fundamental principles of justice".

# Two Irish state groups face financial crunch

By Tim Cooney in Dublin

Financial crises in two loss-making Irish state enterprises came to a head yesterday.

All 560 employees in Cork-based Irish Steel were laid off and the remaining 1,100 employees in Team Aer Lingus in Dublin, the aircraft maintenance subsidiary of the state airline, Aer Lingus, were warned that the company could close "within days" if the unions do not accept an ultimatum on cost-savings.

Both companies are losing an estimated £1m (\$998,000) a month, but efforts to find a compromise between managements and unions in recent weeks have failed. Talks at the weekend broke down. The government has taken a hard line with the unions, although the growing prospect of closure of both companies and the impact on unemployment figures in Dublin and Cork is causing growing nervousness on the

backbenches of the Fianna Fáil-Labour coalition.

Four backbench Labour MPs voted against the government last week over the Team Aer Lingus dispute, the first sign of serious strains within the coalition since it came to office 18 months ago.

Some 800 employees at Team Aer Lingus have already been laid off, and the parent company yesterday announced it will no longer support its loss-making subsidiary. An Aer Lingus spokesman said that the remainder of Team's workforce would have to be laid off next week.

"We appear to be at the end of the road," he said. Redundancy payments for the 2,000 Team employees could cause renewed financial problems for the Aer Lingus parent.

Mr Pat Dineen, chairman of Irish Steel, said yesterday his company was now insolvent and was selling in a liquidator. Its Cobh plant produces around 300,000 tonnes of steel

per annum, more than 80 per cent of it exported. A company spokesman said that up to 200 voluntary redundancies were being sought to lift productivity to around 1,000 tonnes of steel per man-year.

Union negotiators at both companies have argued that management survival proposals will not guarantee their financial viability. The Team Aer Lingus workforce is insisting on having its own union survival plan for the company on the table, while the management - backed by the government - is insisting that a pay freeze and revised working conditions be accepted before further negotiations can take place.

The deadlock is such that closure of both companies now appears increasingly likely. The Labour party, which campaigned in the 1992 general elections in support of the country's state enterprises, is likely to suffer the most from the political fallout.

# Agency seeks to recover communist cash

# Treuhand sues bank

By Ian Rodger in Zurich

The Treuhand privatisation agency for eastern Germany has launched a civil court action in Zurich against the Swiss subsidiary of Bank Austria to recover \$1.76bn (\$155m) plus interest. It claims the money was deposited there by agents of the former East German Communist party in the spring of 1991 as the German Democratic Republic (DDR) collapsed.

The 355-page suit also accuses Bank Austria of co-operating fully with the east Germans, particularly in destroying the trail the funds followed. A Bank Austria spokesman said that a series of transactions managed by a prominent Austrian communist party official was examined by the Austrian authorities nearly two years ago when the Treuhand first made its accusations and found nothing illegal.

The bank contends that it had - and still has - no knowledge that the funds came from two Berlin companies, Novum Handelsgesellschaft and Transcarbon Handelsgesellschaft. The Treuhand claims both were known for their close dealings with the GDR government. For their part, lawyers for Novum and Transcarbon say their companies belonged to the Austrian Communist party, and that the money does not belong to Germany.

What is known is that in May 1991 Mr Rudolph Steinling, an Austrian Communist party leader, opened two accounts with Bank Austria (Schweiz), then called BIZ Bankfinanz.

Mr Steinling was a key go-between in deals between Austria and the former East bloc countries. She is believed to exercise control over most of the businesses owned by the Austrian party.

In the months after May 1991 some \$1.76bn was transferred into the accounts, a sum that was larger than the bank's balance sheet. The money was

then drawn out gradually between June 1991 and February 1992 in amounts varying from \$20m to \$350m in cash.

The Treuhand suspects that most of it was used to buy Austrian savings bonds and then deposited in several anonymous numbered accounts in Austrian banks. All documentary evidence of these fund movements appears to have disappeared.

Mr Dieter Jann-Corradi, the Zurich prosecutor, said that when he made initial investigations in 1992, he was told by BIZ that the funds were dispersed among various accounts "for tax reasons".

The Treuhand's use of civil proceedings is unusual. Money laundering is a criminal offence in Switzerland and many other countries.

Mr Jann-Corradi said that if the case were to succeed, the bank itself would be responsible, not just one or more of its officers.

# Smokescreen hides lost Spanish revenue

Cigarette smugglers are earning millions and staying ahead of the customs men, writes David White

In Seville and Malaga the pitches have all been allocated: one cigarette-seller at every traffic light. When each has sold his quota of contraband packets he goes to a telephone and another hawker is sent to take over.

They are known as los vendedores, after Winston cigarettes, the RJ Reynolds brand which is Spain's favourite illegal

smoke. "If everything in this country worked like the contraband network in Seville, we would be very well organised," commented a representative of Tabacalera, the semi-state tobacco company.

Tabacalera controls the legal distribution of cigarettes in Spain and has a manufacturing monopoly, including American brands made through joint ventures. Right outside its main office in Madrid is a metro station, where illegal cigarettes are sold at the entrance. Until a few months ago, contraband cigarettes were mostly sold through bars and restaurants. Then the authorities cracked down. Now street sales have shot up.

Tobacco smuggling has been on the rise in other parts of Europe, too, especially Germany. But in Spain the problem is serious. Last year the contraband trade is reckoned to have risen 47 per cent to 650m packets, almost 23 per cent of total sales of Virginia-tobacco cigarettes and overtaking Italy as Europe's largest illegal market.

These sales, with a street value of almost \$1bn, are reckoned to have deprived the treasury of \$750m in revenues. Tabacalera of about \$32m and retailers \$100m.

The reason is tax. Special tobacco taxes, levied in addition to value-added tax, have increased in the past two years



from 46.8 per cent to 55.4 per cent. Spain has to bring its rates into line with a 57 per cent EU minimum next year. This rules out taking the same path as Canada, which has slashed taxes to discourage a flourishing tobacco racket (Canadian cigarettes are sent to the US and then smuggled back en masse through Mohawk reservations straddling the border).

Higher Spanish taxes have hit Tabacalera's sales, at the same time offering bigger margins for the contraband trade. A packet costing Ptas270 (£130) at a tobaccoist's or Ptas300 legally in a bar now sells on the pavement at Ptas200.

Until recently, the main route was the Atlantic coast of Galicia in north-west Spain. Consignments would be transferred offshore on to 25ft launches, each with up to six outboard motors, and concealed in mussels and old canisters. Customs took the smugglers on with boats, aircraft and helicopters.

But now it's getting in more easily by land, says Mr Joaquín Bobillo, director of Spain's customs department. "The people who used to run launches now run trucks."

The lifting of border restrictions within the European single market has opened up the contraband route by motorway across the French-Spanish

frontier. American cigarettes are landed at Antwerp or Rotterdam. Officially destined for Morocco or Cyprus, many of them never leave the EU. For Spain, the traffic is mostly Winstons, for Italy, Marlboros.

There is now also a flow of cigarettes coming through Germany from Russia and eastern Europe, again supposedly in transit. Mr Bobillo says there has up to now been no effective way of monitoring the fake papers sent back to Germany declaring that the goods have left Spanish ports. Other sources are Andorra and by speedboat from the British colony of Gibraltar.

The recent growth in smuggling is based on solid tradition and a structure that has long been in place. There is no stigma attached to a contraband product. It may even be preferred. Spaniards still tend to assume that foreign is best. "It is a problem of culture," says Mr Bobillo, "and a hard one to solve in the short term."

A recently-dismantled operation in Madrid worked by telephone under the trade name Servitabas, offering discounts for large purchases. The offices it would call in search of clients included government departments.

Last autumn Spain introduced special stickers on packets of tax-paid cigarettes and tough penalties for bars and cafes caught selling contra-

band. The measures have evidently had some effect. Tabacalera's sales of premium Virginia brands, which last year fell by almost 21 per cent, have recovered sharply. More people are buying their Camels, Chesterfields, Winstons and Marlboros legally.

But Mr Bobillo says it would be impossible to round up all the illegal sellers. "What would you do with them?" he asks. "We know we can't wipe it out altogether. We cannot pick up and imprison everybody for a few cartons. We have to work on the people who are getting the tobacco to them."

It is a frustrating job for customs and police. They have followed trucks all the way to the southern port of Algeciras without success. They have carried out 25,000 inspections in bars. Of these, 8,000 have produced positive results, but even then the average haul is only 20-25 cartons. Under the law, bars face closure on the second offence. But none has been closed.

Measures against big contraband operators can have unintended side-effects. They have led to a growing connection between tobacco and drug traffic. To compensate for setbacks in their tobacco trade, Mr Bobillo says the same operators are increasingly moving into higher-profit items - hashish from North Africa and cocaine from Latin America.

## EUROPEAN NEWS DIGEST

# French bank to shed 1,100 jobs

The troubled French bank Crédit Lyonnais has secured the agreement of two of the largest banking unions to shed 1,100 jobs from its workforce in the first phase of a rationalisation programme. Overall, the bank plans to cut 3,500 jobs over three years, representing nearly 10 per cent of its staff in France. Mr Jean Peyrelevade, chairman, announced details of the package earlier this year following the conclusion of negotiations with the French government for a FF44.95bn (\$5.34bn) state-backed rescue plan.

Mr Peyrelevade's management team has since been embroiled in tense negotiations with the banking unions. The bank has promised to seek no forced redundancies until next April. Crédit Lyonnais is now awaiting publication of an official parliamentary report into the cause of its present financial problems. The final document could come out within the next few weeks. *Alice Rasmussen, Paris*

# Communists back Kuchma

Ukraine's Communist party said it would back Mr Leonid Kuchma, a former prime minister, in the race for the presidency against Mr Leonid Kravchuk, the incumbent. The party's support could be crucial in the run-off poll on Sunday. Mr Kuchma trailed Mr Kravchuk by only 6.5 percentage points in the first round last month, when the Communist vote gave 13 points to another Socialist candidate. Mr Kuchma favours closer relations with Russia while his rival appeals to more nationalist sentiment in the country. Ukraine's Communists are the single largest bloc in parliament and have striven enough independents to create a clear legislative majority. "The Communists are the only well-organised political party in Ukraine," said a western diplomat. "Their support could be a significant factor." *Jill Burshaw, Kiev*

# Competition urged on Enel

Privatisation of Italy's Enel state electricity corporation must aim to liberalise the sector if it is to safeguard and promote competition, the country's anti-trust authority said. Mr Francesco Saja, the authority's chairman, has written to Mr Silvio Berlusconi, prime minister, pressing for radical reorganisation. "The presence of a company with a massively dominant position in the market could seriously obstruct the entry of new operators and the development of real competition," said Mr Saja. The anti-trust authority believes Enel should be broken up and its constituent activities then sold. Privatisation represented a unique and irreplaceable opportunity to encourage competition, said Mr Saja. The present public monopoly must not be transformed into a private monopoly, he added. It is widely thought that the privatisation of Enel in its present form may not occur before next spring. Reorganisation along the lines sought by the anti-trust authority would probably put back Italian electricity privatisation by two years. *David Lane, Rome*

# Issing unworried by M3 rise

The current strength of the D-Mark points to investors' confidence in the Bundesbank monetary policy, Mr Oskar Issing, the German central bank's chief economist and member of its policy-making council, said yesterday. Mr Issing blamed the explosion in the growth of M3 money supply since last year on "special factors" such as tax changes and market turmoil. Following the cut in the German discount rate in May, circumstances were such that there would probably be a gradual reduction in the "liquidity blockage" which had given rise to the high M3 growth, he said. His comments suggest that the Bundesbank is not likely to change its reliance on M3 at its July 21 review of monetary developments, although some economists have cast doubt on the credibility of the central bank's monetary policy as it has cut interest rates at a time when M3 growth is running at more than twice its 4.5 per cent target rate for the year. In May M3 grew at an annualised, seasonally adjusted rate of 13.7 per cent. *David Waller, Frankfurt*

# Russia-Belarus trade pact

Belarus and Russia signed a free trade agreement in a further move to draw together the economies of two former Soviet states. The signing took place at the weekend during a visit to Belarus by Mr Viktor Chernenyrdin, the Russian prime minister. Economic union has been opposed by some political groups in Russia because of the proposal to exchange the Belarus currency at 1-to-1 for the rouble, though it exchanges at 10-to-1 on the free market. Mr Alexander Shokin, deputy prime minister for the economy, said the trade agreement was "an important step", but he was cautious on prospects for full unification of the economies. The ministries of finance and the central banks of the two states had been told to finalise plans for the union by the end of July. The agreement paved the way for similar talks with other states of the Commonwealth of Independent States. *John Lloyd, Moscow*

# Inflation falls in Turkey

Turkey's reform programme was given a boost yesterday on the eve of signing a standby agreement with the International Monetary Fund, with inflation falling to 0.9 per cent in June compared with 10 per cent in May. June inflation, the lowest monthly figure in two years, will underpin government efforts to restrain wages in the talks with public sector unions which start this month. Turkey's letter of intent with the Fund envisages an annual rate, which is now running at 116 per cent, will fall to 20 per cent by mid-1995. *John Murray Brown, Ankara*

## ECONOMIC WATCH

# Inflation declines in Italy

Italy's inflation rate dropped last month to its lowest for 25 years. Consumer prices rose by only 0.2 per cent in June, giving an annual rise of 8.7 per cent. June's figure will help ease worries that the decline in inflation is slowing.

The industrialist organisation Confindustria expressed concern last month, with consumer price increases moving only slightly from 4.3 per cent in the first quarter to 4.1 per cent in April and May. However, the Bank of Italy's governor, Mr Antonio Fazio, said in May that the implementation of government programmes and the new agreement on labour costs reinforced expectations of price stability. Consumer price inflation in Italy was 4.5 per cent last year, against 5.3 per cent in 1992 and 6.3 per cent in 1991. *David Lane, Rome*

German wholesale sales rose 4 per cent to DM424bn (\$24.3bn) in May from April and were up a real 5 per cent year-on-year. Sales in the first five months rose 1 per cent to DM401bn.

Spain's trade deficit rose for the second consecutive month in May, compared with last year, to Ptas233.7bn (£1.18bn), up almost 7 per cent. The deficit for the first five months was Ptas96.2bn, down 4 per cent. The deficit to May with the rest of the European Union narrowed by 40 per cent, thanks to a 36 rise in EU exports.

Norway's current account surplus to April rose to Nkr3.096bn (£755m), down from Nkr3.996bn in the same four months last year.

Ireland's exchequer borrowing requirement showed a surplus of £293m (\$290m) in the second quarter this year against a £292m surplus the year before.

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# Latin America: exports hit by slow pace of reforms

By Stephen Fidler,  
Latin America Editor

Latin America's export performance in the last half-century has been miserable. According to Mr. Moises Naim, a senior associate at the Carnegie Endowment in Washington and a former Venezuelan industry minister, the region's share of world exports sank from more than 13 per cent in 1950 to 3.6 per cent in

1992, the lowest this century. "Years of under-investment, protectionism, and technological backwardness have made Latin America's manufacturing firms utterly inadequate to meet the exacting requirements of international markets," he argued in an article in *Foreign Policy* journal last year.

Exporters have been hobbled by poor infrastructure, high labour taxes, weak financial

systems and unreliable contract enforcement. "Most of these obstacles are slowly being removed. But the lag in the reforms crimps the international competitiveness of Latin American exporters."

New studies, for example a report published last month by the consultancy McKinsey, suggest that economic reform is helping to improve the competitiveness of Latin American companies.

This is supported by trade statistics showing some shift away from traditional exports, and rising exports of manufactures. Yet the rise in manufactures is often from a low base, and imports have been soaring.

Poor trade figures have widened the region's current account deficit, and although this was financed easily last year by capital flows, this year

capital inflows have been more uncertain - undermining the continued vulnerability of some countries in the region to payments problems.

In the long term, the sustainability of these payments imbalances will hang on how the capital inflows are used. If capital inflows are financing productive capacity (as they emphatically did not in the 1970s), then exports should grow. But it is as yet unclear

what proportion of the capital inflows is financing consumption and what is financing investment.

The quality of investment is also unclear - though with capital importers now largely from the private sector, investment may well be more efficient than the state-driven investment of the 1970s. Even if investment is substantial, the time lags before the benefits flow through to

exports and growth could leave economies vulnerable either to a financing crisis or a change of direction politically. Governments throughout the region are under strong pressure from domestic business to adopt policies to help

local industry, despite the poor record of similar policies in the past, which, according to Mr. Naim, did little more than "enrich the few shareholders of companies in 'priority' industries and a few bureaucrats".

## Argentina struggles in world league

High costs and poor quality compound widening deficit, writes John Barham



THE NEW ECONOMIC ORDER

Argentina's trade balance has been deteriorating relentlessly since 1981. Economists say the deficit could double to \$7bn or \$8bn this year - not large for an economy with a gross domestic product of \$285bn but worrying given exports last year of only \$13.1bn.

The deficit raises doubts about whether Argentina will be able to sustain its fixed dollar-peso parity, a central feature of economy minister Domingo Cavallo's currency convertibility plan. Economists and industrialists ascribe the rising deficit to an overvalued currency, a strong expansion in domestic demand, heavy inflows of foreign capital, weak export markets, and, at least until recently, low commodity prices.

But it has been compounded by the high cost and poor quality of Argentina's products, and the country's heavy reliance on low value-added commodities - grain, oilseeds and oil accounted for three-quarters of the 1993 exports.

Argentina has few world-competitive companies. No more than a handful can meet world quality levels, conform to international safety and design standards, or promote their products professionally.

Yet, because tariffs have been dramatically lowered and import quotas largely abolished, companies can no longer rely on captive domestic markets to buy their goods.

In the past, Argentine companies exported only at times of crisis in the domestic market and abruptly ceased when domestic markets recovered.

Argentina had a \$8.28bn trade surplus in 1980, a year it was battling hyperinflation. When Mr. Cavallo resuscitated the economy in April 1981 by making the currency convertible, the surplus halved. In 1982, Argentina registered its first trade deficit in 11 years and has not been in surplus since.

Mr. Cavallo says the deficit does not worry him, because it shows companies are installing export-oriented capacity. He points to the growing imports of capital goods - which rose by nearly half to \$6.54bn in the four months to April - and

imported with zero tariffs, as the main reason for the surge in imports.

However, at about 19 per cent of GDP, investment, though growing, is widely considered inadequate. Furthermore, it is heavily angled to sectors such as infrastructure, privatised utilities, consumer finance and housing - none of which generates foreign currency earnings.

Mr. Oscar Vicentini, vice-president of Peres Compania, a conglomerate which bought important stakes in privatised companies, argues that "Argentina is not competitive in industry because it had had ports, roads, electricity, telecommunications [when these] services were controlled by the state." Now managed by private companies, they are undoubtedly improving in efficiency and reliability, if not always in cost.

Yet even where investment in industry is taking place, it seems insufficient. Mr. Bernardo Kosacoff of the UN's Economic Commission for Latin America, says: "Every-one is investing something. But they are very selective investments at those points where there are bottlenecks."

"We are not seeing investments to gain economies of scale to compete with imports and meet export demand."

There are a small but growing number of greenfield expansions, but they are generally concentrated in protected sectors - notably the car industry - or in industries targeted at the domestic market, such as breweries.

However, says Mr. Cavallo, exports are increasing. Last year, exports were nearly a tenth more than in 1991, with the growth coming from a big rise in manufactures.

But this increase is from a low base and due primarily to privileged access to the large Brazilian market through the Mercosur trade pact. Trade barriers between the two countries have gradually fallen and should all but disappear by next January, to be followed later by Paraguay and Uruguay.

Already Brazil is Argentina's main supplier and one of its principal export markets. Brazil exports manufactures to Argentina and imports mainly commodities.

But full exposure to Brazil's bigger and better-managed companies will severely test

Argentine industry.

Mr. Jorge Mostany, president of Autolatina Argentina, the joint venture linking Ford and Volkswagen in Argentina and Brazil, says his Buenos Aires plant "is the most inefficient VW/Ford plant in the world".

Each worker turns out 14 cars a year, he says, nearly as many as at Autolatina's much bigger Brazilian plant. But wages in Argentina are more than double those in Brazil. An Argentine motor industry worker costs more than \$2,000 a month, including tax, overtime and social security contributions.

Executives at other Argentinian companies say the same thing: they pay close to first world wages but get third world productivity. Productivity has improved - Autolatina's output per worker in Argentina has tripled in three years - but from a low level.

Mr. Cavallo has negotiated special agreements into the Mercosur pact to protect certain industries, notably cars. As a result, Argentina's car companies more than doubled exports to Brazil to \$500m last year.

Mr. Cavallo has also intervened to protect other industries most threatened by import competition - particularly from Brazil and south east Asia - by raising import tariffs, imposing quotas or granting tax breaks.

He is also encouraging companies with subsidised loans and export incentives to specialise in sectors where they are competitive, rather than making a broad range of goods inefficiently for local consumption.

The danger is that this risks opening the door for demands for yet more protection as foreign competition intensifies.

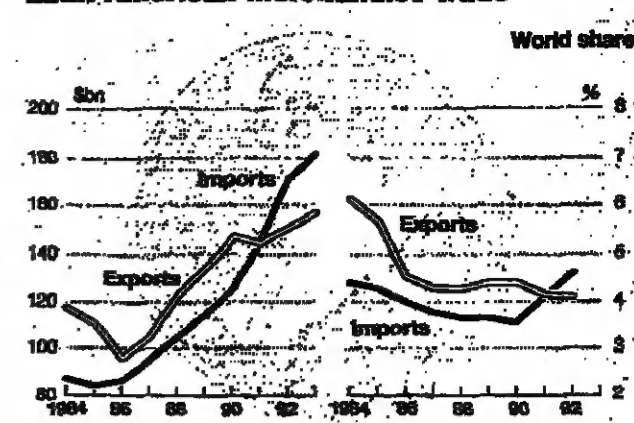
Mr. Francisco Macri, owner of Socma, one of Argentina's most powerful industrial groups, warns that under-employment and unemployment -

which now affects nearly 20 per cent of the labour force - could rise to 50 per cent unless industry gets more time to reconstruct.

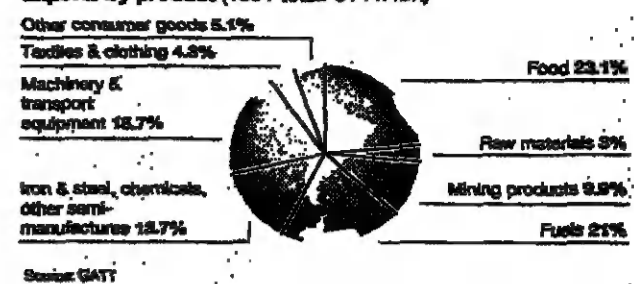
He recalls that a previous experiment with free market policies 15 years ago collapsed under the weight of an overvalued currency and unsustainable external deficits. That government, he says, "thought [trade liberalisation] would make industry efficient but destroyed it. It took 15 years to restructure."

This article is the third in a series on the recovery in Latin America. Previous articles appeared on June 24 and 30.

Latin American merchandise trade



Exports by product (1991 total: \$144.4bn)



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## Poor response to Argentine pensions plan

By John Barham  
in Buenos Aires

Fewer than half of Argentina's estimated 5.8m pension contributors have opted to switch from the existing state scheme into the country's new private pension system, following the disorganised and confused launch of the scheme.

The poor response comes as a disappointment for economy minister Domingo Cavallo, who had hoped the private pension fund system would simultaneously raise Argentina's low savings rate, reduce its dependence on foreign capital and provide long-term finance for industry.

Employees had from May 1 to July 1 to decide whether to continue contributing to the state's pay-as-you-earn scheme or to choose one of 22 private fund managers to handle their individual pensions plans.

Mr. Francisco Cabrera, general manager of fund managers Maxima, estimates that about 1.8m people have entered the private system with about 2m remaining in the state scheme.

A further 2m people have had their pension savings parked at a fund manager run by state-owned Banco de la Nacion Argentina (BNA), following an order by Congress that the July 1 deadline be put back for 90 days.

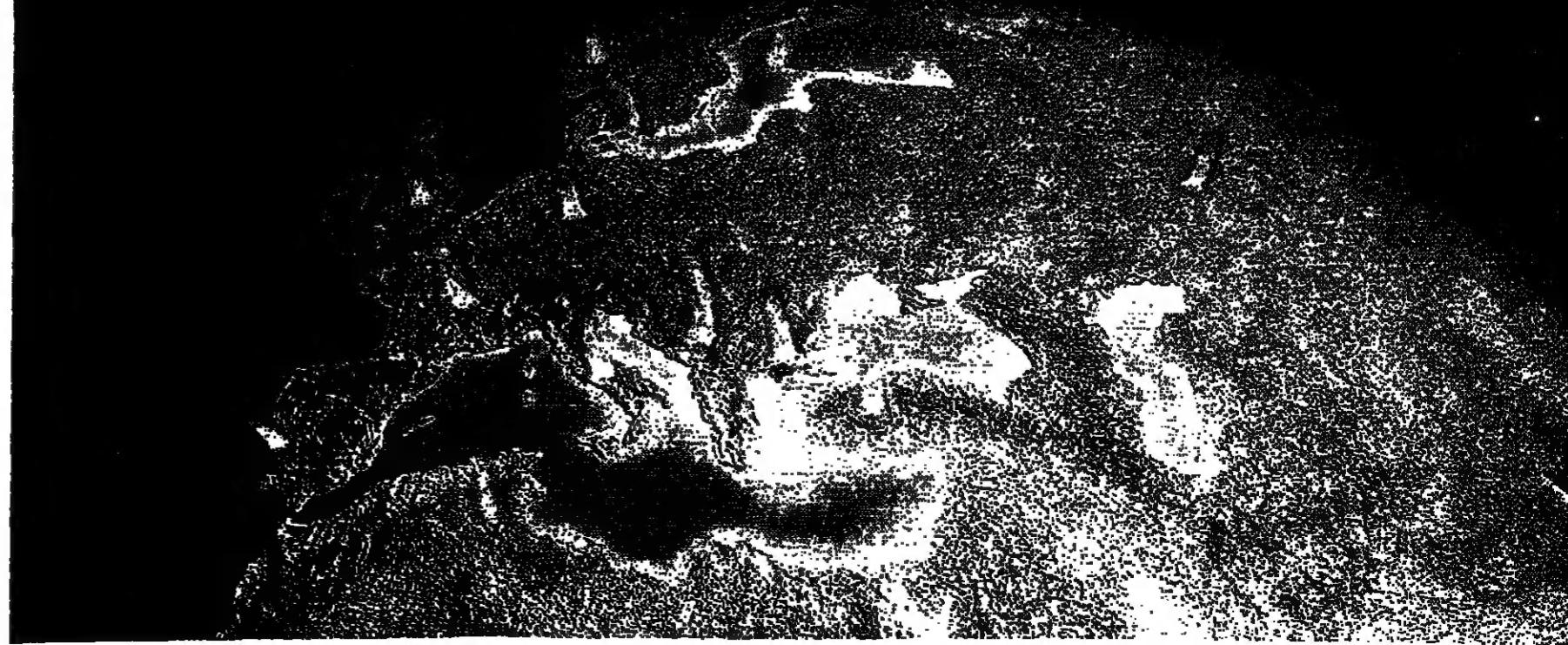
Mr. Cavallo rejected the

demand for a delayed deadline, but compromised by allowing pensions to be held at BNA for the 90-day period.

Mr. Cabrera said: "We are disappointed by the successive changes in the rules of the game which have confused the public. But there is a good side to all this. The concept of private pensions has been established. This is a long-term activity and it is good that people should have plenty of [investment] choices."

He said he expects just under half the 2.0m accounts at BNA will eventually move into the private system and the remainder will return to the state. However, he still believes the private system can generate the originally forecast \$3bn (£2bn) annual cashflow. Under the original rules drawn up last October, contributors would have their pensions automatically transferred to a private fund manager unless they opted in writing to remain in the state system.

Those who had joined the private system could not later return to the state system. Furthermore, Congress stated that BNA's fund must provide a government-guaranteed dollar-linked yield. However, President Carlos Menem vetoed this requirement in May. Later he decreed savers would be allowed to return to the state system until mid-1996.





## NEWS: THE AMERICAS

## Mexico's anti-trust law put to test

Ted Bardacke finds a pragmatic approach on enforcement of competition

Mr Santiago Levy is the man charged with enforcing Mexico's year-old anti-trust law, in an economy dominated by large companies, which use their strength to limit competition, but which need to be strong to fight off foreign competitors.

Mr Levy has approached the task with delicacy, attacking monopolistic practices, but leaving the monopolies intact. "People in Mexico generally confuse bigness with monopoly, but we're neutral with respect to size," he says. "If you say that because of economies of scale you need to be big to compete in the world market, I say fine, just make sure you don't use that power to fix prices or write contracts that are anti-competitive. Our law is behaviour-oriented."

"We're also looking at the structural characteristics of the market," he adds. "There are some markets where even if you are very large and pro-

COMPANIES DOMINATING KEY SECTORS		
Company	Sector	1992 Sales (\$m)
Vero	Glass	3,303
Aeromexico/Mediana	Aviation	2,140
Cemex	Cement	2,210
Modelo	Beer	1,475
Simbo	Bread	1,458
Televisa	Television	1,365
Industria Minera	Copper	936
Messcos	Corn Flour	887
DINA	Heavy Trucks	782
TMM	Shipping	486

Source: America Research

duce something that is traded on the world market without tariffs, the chances of exercising any kind of market power are small. Our concern is to make sure that regardless of size, and regardless of the number of companies in a particular market, they all avoid monopolistic practices."

To bear this out, the Federal Competition Commission last week announced a series of moves, which included:

- Fixing five financial institutions around \$800,000 (\$280,000) for manipulating government securities auctions between October and November of last year. This co-ordination, which involved two of the market's biggest operators, Banamex and Operadora de Bolsa Serfin, generated an artificial discount.
- Fixing open the system by which the state-owned oil giant, Pemex, awards petrol

station franchises. In the past, Pemex awarded these franchises on a discretionary basis, limiting the number of petrol stations and raising the possibility of corruption and favouritism. Pemex will now have to award franchises and deliver petrol to anyone who meets municipal land use and federal environmental regulations.

- Fixing the country's main credit card operators to end the practice of setting arbitrary interest rates for their customers and a flat-rate commission for all retail outlets. Retailers will now be able to negotiate individual contracts in an effort to cut commissions which, at their current 5 per cent level, are about double those charged in the US.
- Fixing the national associations of dry cleaners and laundries for price fixing.
- Objecting to a proposed merger between copper wire maker Conduex, owned by

principal Telmex shareholder Mr Carlos Slim, and one of its competitors, Conductores Latincea, which would have created a company controlling almost 70 per cent of the copper wire market and dominated raw material purchasing.

Each of these cases seems to have been strategically chosen to set some form of precedent. Filing financial groups for insider trading established the right of the commission to undertake its own independent investigations of financial transactions. Similarly, taking on Pemex upheld the jurisdiction of the commission over the non-strategic areas of state-sanctioned monopolies.

The price-fixing cases against credit card operators and laundries confirmed the consumer advocacy orientation of the commission. And finally, standing up to Mr Slim, possibly Mexico's most powerful businessman, is a sign that the commission will not play favourites.

## Caldera critics face wave of security raids

By Joseph Mann in Caracas

Venezuelan security forces have carried out a wave of raids in recent days using the special powers assumed last week by the government of President Rafael Caldera.

The raids have been directed at retailers, to prevent what the government calls "hoarding and speculation", slum city dwellers, to round up violent criminals; and prominent individuals, in connection with alleged efforts to destabilise the government.

On June 27, Mr Caldera announced the suspension of six constitutional civil and economic rights, giving the police broad powers of search, seizure and arrest only previously used during uprisings.

Since last Thursday, security forces have visited the homes of Mr Orlando Castro, who owns a radio station that has been critical of the Caldera government; retired army gen-

eral Carlos Santiago Ramirez; and Mr Amibal Romero, a political science professor and a sharp critic of Mr Caldera, among others.

Mr Gen Rafael Montano, the defence minister, said at the weekend that the raids were part of an intelligence operation that would be continuing. Appearing before a congressional committee recently, the general said the security forces were investigating groups on the left and right that were try-

ing to destabilise Venezuela's democratic system.

Press reports suggest at least 10 prominent individuals are being held by security forces and that hundreds of youths have been detained following raids on the slum cities.

Mr Romero, whose home in Caracas was visited at night by a group of heavily-armed state security (Disip) agents, said he later met the Disip director and answered some "general questions".

## WORLD CUP

## Holland outclass Irish to end Charlton's dream

Struggling off criticism of their first-round form, Holland stirred memories of their heyday a generation ago by beating a bedraggled Ireland 2-0 in Orlando yesterday to take their place in the World Cup quarter-finals.

Bergkamp and Jonk scored the first-half goals for Holland which ended Ireland's low-scoring run. The Irish tried to rally in the second half - a late goal by McGrath was disallowed - but their limitations had been exposed by a far sterner and more imaginative Dutch side.

Bergkamp scored in the 11th minute and Jonk blasted home the second in the 41st. Romer, the Irish goalkeeper - extending his record of Irish caps to 77 - grappled with Jonk's soaring 25-metre drive but failed to stop it.

Holland's two-goal advantage was the least they deserved as their forwards constantly out-paced the Irish defence. Manager Dick Advocaat had flirted with the idea of fielding just two men up front but changed his mind.

Overmars, whose place on the Dutch right flank had appeared most under threat, more than justified his inclusion.

In the quarter-finals Holland meet the winners of last night's Brazil-US clash in Dallas.

## Referee's error but Belgium pay penalty

Fifa said yesterday that Swiss referee Kurt Roethlisberger would play no further part in the tournament after he admitted he should have awarded Belgium a penalty during their 3-2 defeat by Germany.

"He admitted that he made a mistake. He knows that's it for him," said Fifa general secretary Sepp Blatter.

Belgian soccer authorities attacked Roethlisberger's decision not to award a penalty in the 70th minute of the second-round match in Chicago.

They argued that his decision was the turning point of the game. Had the penalty been awarded, the German defender Heimer would have been sent off under the tough new rules introduced by Fifa aimed at preventing tactics from behind.

Roethlisberger, in his second World Cup finals, was earlier quoted telling Swiss tabloid *Blick* he realised he made a mistake when he saw a television replay of the foul.

"I decided mistakenly. The Belgians were right to claim a penalty," he told the newspaper.

## Nigerians upbeat against off-form Italy

Today's second-round clash between Italy and Nigeria pits the old against the new.

The winners of the game at Foxboro stadium near Boston take on Spain in the quarter-finals. Italy, three-time World Cup winners, have struggled to reach the second round. Their leading playmaker, Roberto Baggio, hasn't scored in eight games and has been bitterly criticised for his performance.

The Nigerian team, making their debut in the World Cup finals, boosted their popularity and chances by winning Group D, ahead of Argentina and Bulgaria. Italy finished third in Group E with one win, one draw and one loss, scoring two goals and allowing two.

The Nigerian "Super Eagles", who have picked up the banner of African soccer from Cameroon's "Indomitable Lions", beat both Bulgaria and Greece and lost 2-1 to Argentina.

They play a fast, physical game, with a sometimes suspect defence that is compensated for by a swift counter-attack led by Rashidi Yekini and Daniel Amokachi. Dino Baggio, who scored Italy's winning goal against Norway, was



Irish keeper Pat Bonner is beaten by Dennis Bergkamp's shot to give Holland the lead in yesterday's game

dropped from the lineup yesterday with a light left thigh strain and replaced in mid-field by Roberto Donadoni.

## Soccer 'has lost to violence' says paper

With the murder of Colombian soccer star Andres Escobar, the

sport had lost out to violence, the Vatican newspaper said yesterday. An editorial in *L'Osservatore Romano* said: "Sports, which above all on the occasion of great international events... ought to be the transmitter of universal concepts of peace, brotherhood and loyalty, have become instead the occasion for new violence."

Escobar was gunned down in Medellin, Colombia. Escobar scored an own-goal during a 2-1 loss to the US. The memory of the 1994 World Cup, said *L'Osservatore Romano*, "won't remain that of a trophy gloriously raised to heaven, but that of a player, on the ground, down-hearted after the own-goal, symbol of both desperation and of death."

## Results

Holland 2 Ireland 0

## Second Round Games Today

Nigeria vs Italy  
Boston (8pm BST)  
Mexico vs Bulgaria  
New Jersey (9:30pm)

## Quarter-finals

Saturday, July 9

Match A: Spain vs winner of Nigeria-Italy, Boston 5pm

Match B: Holland vs winner of Brazil-US, Dallas 8:30pm

Sunday, July 10

Match C: Germany vs winner of Mexico-Bulgaria, New Jersey 4pm

Match D: Romania vs Sweden, San Francisco 8:30pm

## Semi-finals

Wednesday, July 13

Winner match C vs Winner match A, New Jersey 8pm

Winner match D vs Winner match B, Los Angeles, 12:30am Thurs

## Final

Sunday, July 17

Los Angeles 8:30pm

## Leading Scorers

Salenko (Russia) 6  
Kluemmen (Germany) 4  
Batistuta (Argentina) 4  
Dahlin (Sweden) 4  
Andersson (Sweden) 3  
Goltschikov (Spain) 3  
Hagi (Romania) 3  
Romario (Brazil) 3  
Stolichkov (Bulgaria) 3

## Soaring ratings for shots of the orange crazies

TV coverage has pleased viewers and sponsors, but annoyed purists, writes Patrick Harverson

In a cramped television production booth at the ESPN studios deep in rural Connecticut, Dennis Deninger leans forward from his seat and says into a microphone: "Do you think you can cut in a shot of the crowd? We haven't seen any orange crazies in a while."

Moments later, the scene on the TV monitor showing the Holland-Morocco World Cup game switches from the field of play to the stands, where thousands of face-painted, flag-draped Dutch soccer fans - "orange crazies" - are eagerly cheering their team.

Moments later the cameras return to the action, and Deninger, co-ordinating producer for ESPN, the leading US cable sports channel, sits back in his chair apparently satisfied.

ESPN is broadcasting 41 of the 52 World Cup games during the month-long tournament, and it has

been the job of people like Deninger to bring the World Cup to life for an American viewing public which has traditionally regarded soccer as about as much fun as an Idaho potato-picking contest.

Judging by the ratings, and the comments of critics and fans, ESPN and ABC - the latter is showing 11 World Cup games - have been doing a remarkably good job so far, thanks in part to crowd shots of crazy Dutchmen, kilted Irish, robed Saudis and scantily-clad Brazilians, all of whom have brought the colour and passion of the world's biggest sporting event into America's living rooms.

Millions of living rooms, in fact. The first four games shown on the ABC network averaged a 4.7 rating, which translates into 4.4m homes. That is a larger audience than often watches baseball on summer week-

ends - certainly larger than ABC expected. The showcase game so far, the US vs Romania, earned a 6.8 rating (6.4m homes), the biggest audience ever for a soccer game on US television.

On ESPN, the first 24 games broadcast averaged a 2.2 rating, or 1.4m homes, an impressive audience for a sports cable channel. Its biggest audience, for US-Colombia, was larger than for ESPN's opening baseball game of the 1994 season.

If the numbers have been impressive, the quality of ESPN and ABC's coverage of the World Cup so far is best described as solid if unspectacular. There have been few mistakes, and neither broadcaster has missed a goal, an improvement on the 1990 World Cup when US viewers were unable to enjoy Italy's lone strike against Ireland because of a commercial break. (Having learned

an important lesson, ABC and ESPN are showing the games without commercials).

The quality of the commentaries has been patchy, although that is understandable given the inexperience of the mostly American commentators, whose unfamiliarity with soccer has been occasionally exposed, most notably in their inability to anticipate developments in the flow of play, a key element in live sports commentary.

Jack Edwards, presenter of ESPN's daytime World Cup coverage and a knowledgeable soccer enthusiast, says the biggest weakness so far has been "the announcers' failure to understand what's about to happen before it happens. Most announcers were weaned on mainstream sports in America where things happen in a grid with very defined segments of action."

But there are other flaws in the World Cup coverage that cannot be blamed on ESPN and ABC, which have been receiving the main television feed for the World Cup from the European Broadcast Union (EBU), an alliance of European broadcasters. Although ESPN and ABC supplement that feed with their own cameras and replays, the bulk of what viewers see comes direct from the EBU.

The EBU feed has come in for plenty of criticism, mostly for its poorly-timed use of replays and its uninspiring selection of crowd shots. Mike Hill, the British-born soccer expert on ESPN's *World Cup Today* show, says of EBU: "They've missed some good action. It's been disappointing, and not up to the standard we saw in Italy."

Richard Sandomir, the TV sports critic for the New York Times, has

also been critical. "The on-screen choices need better judgment on the time of replays and close-ups. At least three scoring chances by my count were nearly missed because of a replay."

Andreas Cantor, the commentator for Univision, the Miami-based Spanish-language network which is also broadcasting the World Cup in the US, has described the EBU feed as "horrendous", saying: "I knew they'd try an American-style broadcast, with a lot of close-ups, head shots and going to the crowd every three minutes."

Jose Ramon Diaz, vice-president of production for the EBU, denies that they are trying to appeal to American viewers. "We try to satisfy not only the European audience but also the full international audience. So we are working with a very tough compromise, between the

European style and the South American style."

Ultimately, the success of the World Cup coverage depends greatly on the quality of the soccer itself, and - at least in terms of maintaining high ratings - on the performance of the home team. The American team's passage into the second round was a bonus for the broadcasters, but they know that it may not be long-lived. Yesterday, the US were playing tournament favourites Brazil in San Francisco, and were expected to lose.

The impact of the home team's departure from the tournament, however, need not be disastrous for television, says ESPN's Jack Edwards. "I think we'll lose about a quarter of our audience [if the US are put out of the World Cup]. But there could be a silver lining. If the Brazilians play beautiful soccer, and beat us with beautiful goals, they will have done us all - and the game - a service."

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## Rising imports bring Japan's surplus down

By William Dawkins in Tokyo

Japan's politically contentious current account surplus shrank by an annual 6.7 per cent in May, proof it is on a downward trend, according to the Finance Ministry.

Yesterday's figure will be seized on by the new three-party coalition as a sign that efforts to make the Japanese market more open to imports are starting to bear fruit, when it meets an anxious US at the Group of Seven summit in Naples at the end of this week.

Tokyo will have little other evidence to offer the summit that it is stimulating its domestic economy. It plans to present an already-published deregulation package and commit itself to cutting income tax, without giving a figure, senior officials said yesterday.

The surplus, a measure of trade in goods and services, reached \$8.72bn last month, after having grown by an annual 22 per cent to \$13.96bn in April. A revival in previously weak Japanese demand for imports, up 14.7 per cent in May, was one factor, though a seasonal rise in exports inflated the surplus in the previous month.

A 279-point package of deregulation measures is due to be adopted by the cabinet today, said Mr Kozo Igarashi, the socialist chief cabinet secretary. This deregulation plan was proposed by the previous government last year, but delayed by another round in Japan's recent series of power



Hashimoto: Kantar meeting

struggles, in which the Liberal Democratic party and Social Democratic party joined forces to seize power.

The package aims to increase competition and reduce business costs in housing, telecommunications, imports and distribution. While more concrete than the two previous deregulation packages of the past year, it has been criticised for excluding measures - such as easier entry to the telecommunications services market - which foreign business lobbies had been seeking.

Japan's new minister of international trade and industry, Mr Ryutaro Hashimoto of the LDP, aims to meet Mr Mickey Kantor, US trade representative, at the G7 summit to discuss the US-Japan trade dispute, said a government official.

## Settlers plan to disrupt Arafat return to Jericho

By Julian Ozanne in Jericho

Mr Yasser Arafat, the veteran Palestinian leader who made a triumphant homecoming last week, was expected today to fly from Gaza into Jericho, the West Bank town which is the capital of Palestinian self-rule and a vital foothold for Mr Arafat in the West Bank.

Jewish settlers, who fought police throughout the weekend in protest at his arrival, were last night making plans to disrupt the visit.

Mr Arafat is expected to be brought

by helicopter into Jericho. He will swear in the Palestinian National Authority, the cabinet which will run the self-rule areas, and inaugurate a Palestinian broadcasting station.

FLO officials said Mr Arafat would return to live in the Gaza Strip from Saturday after attending a farewell ceremony in Tunis which will mark the end of the organisation's 30-year exile from the land it calls Palestine.

In between Mr Arafat will meet Mr Yitzhak Rabin, Israeli prime minister,

in Paris tomorrow where he will press for the release of Palestinian prisoners held by Israel and the speedy implementation of the next phase of the peace process: the extension of Palestinian self-rule from Gaza-Jericho across the rest of the West Bank.

Frantic preparations were under way in Jericho last night to receive Mr Arafat - or "The Traveller," as he is known locally.

A street-party atmosphere overtook the central square last night where Mr Arafat will address Palestinians

from the West Bank. Palestinian workers were putting the finishing touches to a stage and boys were busy erecting flags, bunting and posters of Mr Arafat emerging phoenix-like from an air crash in the Libyan desert in 1992. Two bullet-proof black Mercedes limousines, which Mr Arafat used to cross from Egypt to Gaza, stood out in the quiet oasis town.

Security preparations were also being tightened following threats by Israeli settlers to disrupt the visit.

One report said demonstrators planned to seize Orient House, the PLO headquarters in Arab East Jerusalem.

Mr Aharon Domb, a settler spokesman, refused to confirm the report but said: "There will be a range of new protests, all kinds."

Aides said the 65-year-old Mr Arafat, who recovered his voice yesterday after a series of engagements left him speechless, was fit and elated by the welcome Palestinians have given him.

## Fragile Mideast peace awaits next step

Much depends on whether momentum can be sustained, writes Julian Ozanne

It could just work.

This was the assessment of the Israeli-Palestinian peace process among Israeli government ministers and officials as the triumphant homecoming of Mr Yasser Arafat, the veteran Palestinian leader, went into a fourth peaceful day.

Much depends on whether the momentum can be sustained and the next phase of the process - the extension of Palestinian self-rule from Gaza-Jericho across the rest of the West Bank - can be swiftly concluded.

Will Israel confront the 130,000 Jewish settlers living in the West Bank and give Mr Arafat enough room to consolidate the fragile Palestinian support base for the agreement? The summit between Mr Arafat and Mr Yitzhak Rabin, Israeli prime minister, in Paris tomorrow will provide much of the answer.

For Mr Arafat, keeping the peace process moving is vital. The PLO leader needs to show

opponents and sceptics that Gaza-Jericho is merely the first step on the road towards an independent Palestinian state in all of the Palestinian lands seized by Israel in the 1967 Arab-Israeli war. A quick extension of Palestinian self-rule to the West Bank will vindicate Mr Arafat's negotiating gambit of incremental assumption of land and power and will confound critics who have warned the Gaza-Jericho deal was an Israeli ploy to leave Palestinians with a virtual apartheid-style "bantustan".

Without such an extension of self-rule the economic arrangements between Palestinians and Israelis will quickly founder because the heart of the Palestinian economy - agriculture, commerce and tourism - is centred in the West Bank towns of Ramallah, Nablus and Bethlehem and among the 1.1m West Bank Palestinian population. Furthermore, Mr Arafat will not be able to hold national elec-

tions and so prove his determination to meet Palestinian demands for democracy without extending his rule over the West Bank.

Under the peace accord Israel is committed to redrawing its military forces out of Palestinian population centres in the West Bank three months after the assumption of self-rule in Gaza-Jericho and no later than the eve of elections, due on October 15. Israel is also pledged to transfer responsibility in five areas to Palestinian authority: education and culture, health, social welfare, direct taxation, and tourism - and any other additional powers and responsibilities agreed between the two sides.

The Palestinians have said, however, that the Israeli withdrawal should be completed at least six weeks before the elections to allow Palestinians to organise a free and disciplined ballot.

Mr Riyad al-Zanoun, Palestinian health minister, said Mr

Arafat would ask Israel at the Paris summit "to implement the redeployment of the Israeli army in the West Bank, to evacuate the populated cities in accordance with the agreement and to hurry up the transfer of authority... by August".

Israel is much more likely to be willing to listen now. Mr Arafat's conciliatory speeches about honouring and defending "the peace of the brave" against extremists and opponents and the firm security grip the Palestinian police force have established on Gaza-Jericho, have bolstered Israeli confidence.

"All the doomsday prophecies about Arafat's return and Gaza erupting into violent civil war have not come true," Mr Uri Dromi, Israeli government spokesman, said yesterday. "We feel Arafat has shown political restraint and wisdom. He... is keeping his word. His visit has been a triumph of common sense and pragmatism and taking the success of

the first phase we will be armed with more confidence about the potential of the next phase to succeed."

However, Israel has said no dates are sacred and has stressed the technical difficulties of the next phase of negotiations. There are 150 Israeli settlements in the West Bank housing 120,000 Jewish settlers. The painstaking negotiations about security for 4,500 Jewish settlers living in 16 Gaza settlements delayed implementation of the first phase for four months and will have to be repeated for the West Bank.

More important, the West Bank is a much more sensitive domestic political issue in Israel than Gaza, which many Israelis were glad to give up. The prospect of Palestinian police spreading out across the West Bank will be met by fierce domestic opposition from the settlers and the Israeli right wing.

Although Mr Rabin on Sunday bitterly attacked the "radical right", vowed to strengthen

peace with Palestinians and acknowledged the need to "shore up Mr Arafat's political base, he is unlikely to move as quickly as Mr Arafat wants or needs despite the fact that a narrow majority of Israelis continue to support the peace process and direct negotiations with Mr Arafat.

Another sensitive issue due to be discussed in Paris tomorrow is Israel's failure to honour its commitment to release 5,000 Palestinian prisoners, another emotional issue which gives fuel to Mr Arafat's critics.

Mr Arafat can argue he has kept his side of the agreement. Attacks on Israelis are down by half since the implementation of Gaza-Jericho; the Palestinian police force is functioning well; the national authority is to be sworn in today; the Palestinians are getting down to tackling day-to-day problems; a plan for the October 15 elections is in place.

Now it is Mr Rabin's turn to deliver.

## Kuwait plans spending cuts to curb deficit

By Mark Nicholson in Cairo

The Kuwaiti government and the parliament's finance committee have for the first time tabled specific plans for eroding the Gulf state's high benefits in an attempt to curb the budget deficit, officials in Kuwait City say.

The two sides have agreed to plans for raising KD100m (£218m) from increased customs fees on 200 currently exempted imports, along with higher mail, telegram and telephone charges. They also propose a KD250m cut in the government's original spending plan for 1994-95, made by cancelling construction and transport projects, and slicing KD178m from "miscellaneous expenses".

Officials said the proposed cuts were modest, but it was the start of an "educating" process for Kuwaitis, accustomed to cheap government-run services and, for more than 90 per cent of Kuwait nationals, high-paid government jobs. "This is the first acknowledgment that we have to be not quite so generous," one official said.

The budget proposal now goes to the National Assembly for debate and final approval this month, even though formally Kuwait's fiscal year began on July 1.

The proposed cuts follow pressure from the parliament finance committee to cut the original projected deficit of KD1.8bn for 1994-95 by 20 per cent, amid growing concern in Kuwait over fiscal deficits after the Gulf war. They show increased resolve within the

government to attack what are seen as unsustainable state spending.

The formula would leave Kuwait with a budgetary gap of KD1.5bn for 1994-95, based on targeted spending of KD4.14bn and revenues of KD2.63bn. The revenue figure is understood to assume Kuwaiti crude oil prices will average about \$12 a barrel for the fiscal year. Kuwait's fiscal deficit for 1993-94 was budgeted at KD1.2bn and is expected to turn out at about that figure, with revenues buoyed during the last quarter by the upturn in crude prices.

For the first time, the 1994-95 budget includes an item for defence expenditure, an inclusion which largely results from National Assembly pressure, and which renders difficult direct comparisons between this budget and those of previous years.

The proposed budget savings, if approved by parliament, will relieve rather than remove pressure on the government's coffers. In July next year, Kuwait will have to begin repayments on the \$5.5bn foreign loan to pay for Gulf war costs. The first \$2.5bn principal repayment falls in the next fiscal year, with a \$3bn payment in the one thereafter.

Mr Nasser al-Rodhan, finance minister, has said he does not rule out an attempt to reschedule repayments of this debt. He and other officials are understood to believe that Kuwaitis, in any case, eventually face far deeper cuts into their welfare state than at present proposed.



President Francois Mitterrand of France and President Nelson Mandela of South Africa inspect a guard of honour at Cape Town's D.F. Malan airport yesterday. Photo: AP

## MITTERRAND PROMISES FRENCH ASSISTANCE TO SOUTH AFRICA

By Mark Suzman in Johannesburg

French president Francois Mitterrand yesterday told South Africa's parliament that the country's transition to democracy was an example for Africa to emulate and promised French assistance as its new government sought to translate ideals into reality.

Speaking on the first day of a two-day visit to South Africa, Mr Mitterrand paid tribute to South Africans for their successful democratic elections and said he hoped the occasion would mark the building of closer ties between the two countries. He is the first foreign head of state to address

parliament since the then Mr Harold Macmillan, British prime minister of the time, delivered his famous "winds of change" speech in 1961.

Although some critics have suggested that Mr Mitterrand's visit is merely an attempt to boost his international image, the speech is seen as an attempt by France, which has long maintained involvement in its former colonies in West and central Africa, to stake out its position as the pre-eminent western power in Africa. It hopes to secure South Africa's support for its involvement in Rwanda and on economic development policies in Africa.

On South Africa's side the visit represents an opportunity to build up support from an important member of the European Union, particularly in light of current trade talks between the EU and South Africa. In addition, both countries will be seeking to expand bilateral trade and investment links.

Mr Mitterrand called on French industrialists, several of whom are accompanying him on his visit, to "do the right thing" and invest, but announced no specific aid or investment package. However, he said that he expected conventions to be signed during his visit in the electrification, water and rural development sectors.

In addition, several French companies are expected to announce partnership deals with local black businesses over the next few days, and an agreement on some aid from the French Development Bank is also expected to be concluded before Mr Mitterrand leaves tomorrow night.

Introducing him to parliament, South Africa's President Nelson Mandela paid tribute to his French counterpart for his anti-apartheid support and cited the French revolution as inspiration for the South African struggle. In a ceremony earlier, Mr Mandela awarded Mr Mitterrand its highest award for non-South African citizens for his services to South Africa.

## Rebels pour into Kigali

By Our Foreign Staff and Reuters

Jubilant Rwandan rebels secured key government positions in the capital Kigali yesterday as French troops, in a shift of Paris policy, were ordered to halt any further advance.

The rebel Rwanda Patriotic Front also took Butare, the last main government-held town in the south. France, determined to set up a humanitarian enclave in western Rwanda, said it was ready to fight the RPF if the rebels continued their westward march across the country.

Previously the French troops, who arrived last month, had been under orders to avoid any clash. On Sunday the two forces exchanged fire for the first time. France has been seeking a United Nations mandate to establish the protected zone, but RPF officials said Paris had no mandate yet for such a move.

The safe area would stretch from Cyangugu in the south-west, where the French are protecting a refugee camp, northwards almost to Kibuye and eastwards to the district of Gikongoro, 15 miles from Butare. French Colonel Didier Thibaut, based in Gikongoro, said he had orders to stop the rebels from capturing the town or going beyond it. "No one will go any further. We will not allow anyone to bother the population - whether they are militia or the Rwandan army, or the RPF."

Witnesses in Kigali said RPF forces pushed into the centre of the capital following two days of artillery bombardment. If they establish a hold on the city, the French fear further massacres and a renewed westward flight of refugees.

## Nigerian oil workers strike

Nigeria's main oil workers' union yesterday began a political strike in protest against the government's annulment of last year's presidential election, won by Mr Moshood Abiola, and against Mr Abiola's recent detention over his renewed claims to the presidency. Paul Adams writes from Lagos.

Production of crude oil, which accounts for more than 90 per cent of Nigeria's exports, was at normal levels on the first day, but the first effect of the strike is likely to be on the supply of refined petroleum products.

According to the multinational oil companies which produce Nigeria's 2m barrels a day, output of crude was not immediately affected.

## Taiwan tries to buy time for its push to rejoin UN

Taipei is expected to advocate a slow development of its cross-strait ties with Beijing, reports Laura Tyson

Fearful of becoming irretrievably ensnared in China's web, Taiwan is attempting to slow development of cross-strait ties to win time to build support for its attempts to rejoin the international community.

In its first white paper on China policy, to be released today, the government is expected to advocate a go-slow approach to the rapprochement launched with historic talks between the two sides in Singapore in April 1983. After seven years' détente, the paper comes amid a sharp escalation in cross-strait tensions since the March 31 deaths of 24 Taiwanese tourists in China's Zhejiang Province.

While Taiwan business backs closer ties with China, most Taiwanese remain profoundly distrustful of Beijing's leaders.

The tourist killings played into the hands of President Lee Teng-hui, who is using the incident to further his agenda of getting the world to recognise Taiwan as an independent sovereign state, observers say.

It is rumoured among Taipei politicians that shortly after Mr Lee became president following the death of Mr Chiang Ching-kuo in 1988, opposition leaders asked him to seek formal Taiwanese independence from China. Mr Lee is said to have replied: "Just give me time". The story may be apocryphal, but Mr Lee's record speaks for itself.

The Taiwan-born agricultural economist built up a power base from virtually nil, presided over a transition to democracy and in early 1993 shoved off the political stage the military-backed mainland-

ers who ran the country for over 40 years.

Weeks later, he launched a campaign to rejoin the UN, which Taiwan left in 1972, after that body switched recognition to Beijing.

In the past year, he and his ministers have globe-trotted constantly, trying to drum up international support for entry into the UN and other multilateral bodies from which Taiwan has long been excluded because of China's objections.

Taipei maintains full diplomatic relations with 29 countries. Beijing threatens to break off ties with any country which formally recognises Taipei. As a permanent member of the UN security council, it can veto Taiwan's entry. But Mr Lee's tactics are causing consternation, not only in Beijing, which views the island as

a renegade province, but also in Washington, Taiwan's closest ally and benefactor.

"Taiwan has turned into a kind of Frankenstein's monster," observes Mr Parris Chang, a lawmaker from the pro-independence opposition Democratic Progressive party (DPP). "The US fostered Taiwan's democratic development and some might say the policy worked too well. Now the US has to live with the consequences."

The US strategy seems to be simply to wait. The Clinton administration recently completed a comprehensive review of US policy toward Taiwan, the first in 15 years. Minor though symbolically important changes in the US stance are expected to be announced shortly. But there

will be no change in the US's "one-China" policy dating from the late 1970s acknowledging Beijing's claim over Taiwan.

Taiwan now experiences a cacophony of views on the island's identity and future. The debate is further shrouded by a haze of rhetoric emanating from the government. Because China threatens to use force should Taiwan declare independence, the ruling Nationalist party, or Kuomintang, persists in larding its assertions that "the Republic of China on Taiwan is a sovereign state" with dubious claims that its "transitional two-China policy" is an interim measure whose ultimate goal is reunification.

"The Republic of China on Taiwan is already an independent nation by whatever definition," says Mr Hansson Chien,

the KMT spokesman. "There's no need to antagonise the PRC and invite a war."

Public opinion is divided. A government-commissioned survey in late June found 12 per cent of Taiwanese support independence, 21 per cent support reunification, and 56 per cent prefer to maintain the status quo. A Gallup poll conducted shortly after the tourist killings showed support for independence at an all-time high of 27 per cent.

"China should realise the only reason more people don't openly support Taiwan's independence is because they are afraid China will attack, not because they want reunification," says Ms Mayying Yang, head of the DPP's foreign affairs department.

About the only matter on which there is a national con-

sensus is that Taiwan should rejoin the UN, and it is on this aim that President Lee appears to have staked his hopes.

Ultimately the US will play a decisive role in Taiwan's future, says Mr Wang Chien-shien of the KMT-breakaway Chinese New party. "It is in the US's long-term interest to have an independent Taiwan. Some day, when it suits their purposes, the US will play the Taiwan card against China. Now the time is not mature."

By March 1996 at the latest, Taiwan will hold direct presidential elections for the first time. Mr Lee's popularity makes him likely to win should he run. It is easy to dismiss a country whose leader was installed by a waning military dictatorship, but harder to exclude one whose leader is democratically elected.



## NEWS: WORLD TRADE

# Foreigners back China's car policy

Manufacturers hope the industry will not fragment, writes Tony Walker

China's long-awaited automotive industry policy, unveiled yesterday, has drawn generally favourable reviews from foreign automotive representatives, but they also warn that the policy could unravel under political pressure.

Mr Donald St Pierre, president of the newly-established China Automotive Components Corporation, said the key to the policy's success would be the ability of the authorities to consolidate the sector into three or four conglomerates.

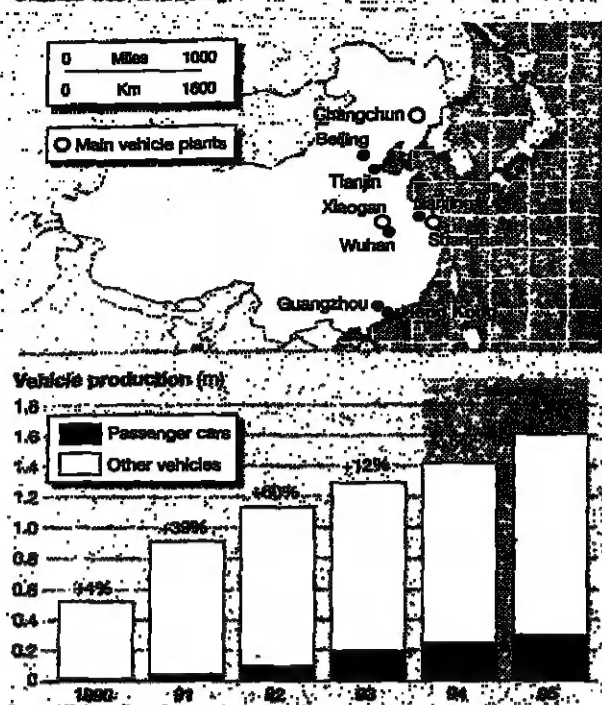
Mr St Pierre noted signs of smaller Chinese producers among China's 120 vehicle manufacturers seeking co-production ventures with foreign carmakers outside the scope of the new policy.

"I hope they can make the new policy stick and ensure that the industry doesn't fragment," he said. "It's important they are really able to develop economies of scale and not allow local manufacturers to find a way around that."

Japanese motor industry representatives also reacted positively to the new policy which clearly leaves the door open to the entry of up to four carmakers, including two from Japan, after 1996.

Last month China told international vehicle makers that before they become involved in

China's car industry



vehicle assembly in China they must show their commitment by investing in the components sector. Beijing has placed a freeze on new entrants to vehicle manufacture and assembly until 1996.

The Japanese, who were left out in the first round when the Germans and the French were becoming established in China, now see opportunities in the second round. Toyota is regarded as the frontrunner

among the Japanese with possibly Honda and Nissan fighting for the remaining slot.

American manufacturers also believe the door has been left ajar to their entry after 1996. Ford and General Motors are positioning themselves for a more determined push in the next year or so. As a preliminary step both are becoming involved in components manufacturing with Ford announcing two ventures last month.

China's announcement that six or seven carmakers would become the "backbone" of the industry clearly leaves scope for new entrants.

Existing producers are led by Volkswagen, which built some 130,000 passenger cars in China last year, including Santanas, Audis and Jetas.

Other foreign manufacturers include Citroen, which produced 13,000 of its ZX small cars at a plant near Wuhan in central China, and Peugeot, which is involved in the assembly of its 504 at a factory near Guangzhou in southern China.

China's automotive manufacturing strongholds are located in Changchun in the north-east, Shanghai in the Yangtze Delta and in Hubei province in central China. However, Beijing and Tianjin in the north, Guangzhou and Nanjing, west of Shanghai, are all bidding to be included in

the plans for a restructured industry.

Mr St Pierre said China's aim was "fairly realistic" of satisfying 90 per cent of its passenger car demand of some 1.5m vehicles from local production by 2000. "They really are aiming to develop their own automotive industry," he said in reference to the tax incentives for both economies of scale and research and development.

Mr St Pierre, who helped launch American Motor's Jeep manufacturing venture in China in the mid-1980s, likened the involvement of foreign manufacturers in China to General Motors' experience in Europe. "GM Europe became a European company. If a foreign manufacturer wants to operate in China they are going to have to become a Chinese company."

While the new automotive policy referred to the need for Chinese carmakers to compete internationally, much less emphasis was given to this than in previous policy documents.

Now that living standards have risen sharply and car ownership is a reality for increasing numbers of Chinese, policymakers recognise that the industry will be hard-pressed to meet domestic demand.

# Open services, developing countries told

By Ken Warn in Washington

Developing countries should not be afraid of liberalising their service sectors, according to a report published today by the United Nations Conference on Trade and Development in conjunction with the World Bank. However, countries need to pay close attention to the manner and timing of reform, and to their regulatory frameworks, before embarking on liberalisation, it says.

The report is intended as a practical guide to developing countries in creating policies to improve the efficiency of their service industries through the easing of curbs on international transactions.

Service industries are making a growing contribution to employment and output generation in both developed and undeveloped countries, the report notes, and many of the latter have become keenly aware of the role of services in the development process.

Indeed, the report says, there is growing evidence suggesting that the development of some service sector activities may not be the result of growth elsewhere in an economy, but one of its preconditions.

Opening of domestic markets to foreign service providers is a major way to ensure increased efficiency in the provision of services and, by fostering competition, tends to enhance the efficiency of domestic producers, the report says.

Liberalisation is often attacked as opening the door to foreign domination and putting local jobs at risk.

The report cites beneficial results from opening up the financial sector in both developed and undeveloped countries. "Concerns that foreign banks might dominate the

domestic market typically have proved unwarranted. Instead, complementary roles have developed between foreign and domestic banks..." the authors say.

Developing countries should also look at the arguments for and against liberalisation in an economy-wide perspective, rather than a single-industry approach. For example, excluding foreign insurance companies may protect domestic insurers, but could lead to increased dependence on foreign reinsurers, higher costs for industry and an outflow of re-insurance premiums.

The report urges developing countries to be sceptical of arguments in favour of increased barriers to trade, such as the need to protect an infant industry. However, where a sector is thought to be economically or politically sensitive to allow foreign majority ownership, it recommends allowing joint ventures in preference to outright prohibition of market access.

The timing of reform is important too, the handbook says. Stabilisation efforts, particularly mechanisms to avoid the overvaluation of the domestic currency, should precede liberalisation.

The handbook was prepared by staff of the United Nations Conference on Trade and Development, the World Bank, the International Trade Division of the World Bank, the International Economics Department.

**Liberalising International Transactions in Services: A Handbook.** United Nations Publications, Palais des Nations, CH-1211 Geneva 10, Switzerland; or Office of the Publisher, The World Bank, 1818 H St, NW, Washington, DC 20433, USA.

# Taiwan searching for fresh ventures

Taiwan, which has seen the collapse of planned aerospace ventures with McDonnell-Douglas and British Aerospace, is exploring further possible ventures, writes Laura Tyson in Taipei.

Taiwan's military-run Aero Development Centre and GE Aircraft Engines of the US are discussing the possibility of joining forces to produce CF 34 aircraft engines, to be used in Canadian-made regional jets, said Mr Jack Tang, deputy director of the centre's Committee for Aviation and Space Industry Development.

The centre said any co-operative venture would include technology transfer, a main sticking point in previous failed deals.

The centre, which makes Taiwan's Indigenous Defence Fighter, is to be converted into a state company making civilian aircraft, subject to parliamentary approval.

# Rolls-Royce plant order

Rolls-Royce, the UK aero-engine and power equipment group, has won its first full turnkey power station order in Indonesia through a \$80m contract from PLN, the national electricity utility, writes Andrew Baxter.

The UK company will supply all the electromechanical equipment and handle civil works for a 60MW combined cycle power station at Samarinda in East Kalimantan.

# Reciprocal deal for Nissan

Nissan will export cars made in Mexico to the US next year, while shipping models made in the US to Mexico, agencies report from Tokyo.

The US model to be shipped to Mexico will be the Altima sedan, one of two models built at Nissan's factory in Smyrna, Tennessee, while the Mexican model will be the Sentra sedan, which is built at a plant in Mexico City.

# Court victory for P&O

A consortium led by P&O of the UK has won the first round in a court battle to win control of two terminals at the port of Buenos Aires, writes John Barham in Buenos Aires.

In June the government cancelled P&O's offer to manage the two terminals as a 25 year concession despite having made the highest bid. However, a Buenos Aires federal judge ruled that P&O's local ally Fort Investments did meet bidding terms.

# Caribbean states take step nearer new trade bloc

By Carole James in Bridgetown

Leaders of the Caribbean Community (Caricom) meeting in Barbados are set to approve the establishment of a new regional group, to be the forerunner of a trade bloc of about 40 nations in the Caribbean basin.

Prospective members of the proposed Association of Caribbean States include the Group of Three (Colombia, Mexico and Venezuela), Cuba, Haiti, the Dominican Republic, the Central American states, Suriname and members of the Caribbean Community. About 15 dependent territories will be offered associate membership.

The likely membership of the ACS has a combined population of 200m people, an estimated gross national product of \$600bn, estimated annual merchandise exports of \$80bn and annual merchandise imports of \$100bn, Caribbean said.

The leaders of Caricom, which has a combined market of 5.5m people in 13 English-speaking countries, including

Belize in Central America and Guyana in South America, are reviewing prospects for the 20 year-old community following the North American Free Trade Agreement (Nafta).

Several Caricom members - Guyana, Jamaica and Trinidad and Tobago - have requested the US to list them as potential Nafta members. There is concern, however, that Caricom could be split if some members became Nafta signatories or established formal links with the trade group.

The annual Caricom summit will also review the region's banana market in the European Union amid continuing concern about competition from Latin American fruit.

The leaders will also consider whether to admit the first member from outside the English-speaking group. Suriname, a former Dutch colony in north-eastern South America, has applied for Caricom membership.

Government officials in Paramaribo, the capital, said this week the application would be "favourably" considered by the summit.

# Canada seeks to widen business ties with Cuba

By Bernard Simon in Toronto

Canada's business presence in Cuba has been given a boost by a flurry of commercial and political initiatives in recent weeks.

The announcement late last month that Canada was easing a 16-year old embargo imposed in protest against Cuba's involvement in the Angolan civil war is expected to speed the growing involvement of Canadian non-governmental organisations and universities in Cuba. Two Canadian universities for instance, have set up English language training courses for Cubans.

Ottawa has never joined Washington in imposing trade sanctions against Cuba. Air Canada, for example, has maintained a regular service to Havana, and Canadians have been among the largest groups of foreign tourists visiting Cuba. Two-way trade totalled \$831m (\$24m) last year.

The Canadian business presence in Cuba is centred on mining, oil and gas exploration and tourism. Joutel Resources of Toronto last year became the first western mining company to sign an exploration agreement with Geominera, the Cuban mining agency.

Last month, Sherritt, a Canadian nickel and cobalt producer, unveiled plans for a joint venture with Compania General de Niquel which will include mining and ore processing facilities in Cuba, and a refinery in Alberta.

In addition, Canadian hotel operators have signed management contracts with more than half a dozen Cuban hotels.

Companies will also benefit by being able to draw funds from the Canadian International Development Agency (Cida) for feasibility studies. Canadian investors and joint-venture partners have generally found a warm welcome in Cuba.

Dr Jim Henderson, a member of the Ontario provincial legislature who has taken a close interest in Cuba, says that "the wheels can turn very quickly, provided it's a kind of business that Cuba has decided it wants."

The recent shift in Ottawa's policy towards Cuba are unlikely to have a profound impact either on Cuba's tottering economy or its relations with the outside world.

However, they highlight a clear division between the US and some of its allies on the best way of halting the deterioration in social and economic

conditions in the country.

The Clinton administration has continued to apply, though without great enthusiasm, the comprehensive embargo imposed 30 years ago.

Calls from the US business community, especially hotel operators, to ease the curbs have been offset by pressure from the large Cuban community in the US to maintain them.

Ottawa however, has come to the conclusion that continued isolation carries risks of its own.

"His new policy is based on a view that industrial countries need to become more involved to alleviate the island's economic and social problems before they lead to an explosion."

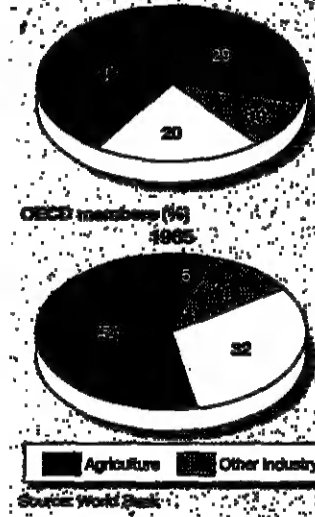
Ms Christine Stewart, a junior foreign affairs minister, told an Organisation of American States meeting in Brazil earlier this month that "the isolation of Cuba is unhealthy, and it's within all of our interests to support change in Cuba that is positive and healthy."

The Clinton administration has taken an interest in the recent initiatives by Ottawa, but is said to have neither encouraged nor discouraged them.

The growth of services

GDP by sector at constant prices

Developing economies (%)



# INTERNATIONAL ECONOMIC INDICATORS: PRODUCTION AND EMPLOYMENT

Yearly data for retail sales volume and industrial production plus all data for the vacancy rate indicator are in index form with 1985=100. Quarterly and monthly data for retail sales and industrial production show the percentage change over the corresponding period in the previous year, and are positive unless otherwise stated. The unemployment rate is shown as a percentage of the total labour force. Figures for the composite leading indicator are end-point values.

UNITED STATES						JAPAN						GERMANY					
Year	Retail sales volume	Industrial production	Unemployment rate	Composite leading indicator	Vacancy rate	Year	Retail sales volume	Industrial production	Unemployment rate	Composite leading indicator	Vacancy rate	Year	Retail sales volume	Industrial production	Unemployment rate	Composite leading indicator	Vacancy rate
1985	100.0	100.0	7.1	100.0	102.4	100.0	100.0	100.0	2.5	100.0	97.1	100.0	100.0	100.0	7.1	100.0	105.2
1986	100.5	100.5	6.9	100.5	102.7	100.5	100.5	100.5	2.5	100.5	97.1	100.5	100.5	100.5	6.9	100.5	105.2
1987	100.4	100.4	6.1	100.4	102.2	100.4	100.4	100.4	2.5	100.4	97.1	100.4	100.4	100.4	6.1	100.4	105.2
1988	110.2	110.2	5.4	108.1	112.1	110.2	110.2	110.2	2.5	108.1	97.1	110.2	110.2	110.2	5.4	108.1	112.1
1989	115.5	115.5	5.2	108.3	110.8	115.5	115.5	115.5	2.2	107.7	97.1	115.5	115.5	115.5	5.2	107.7	110.8
1990	116.4	116.4	5.4	108.4	108.9	116.4	116.4	116.4	2.1	106.8	97.1	116.4	116.4	116.4	5.4	106.8	108.9
1991	114.0	114.0	6.0	108.2	117.7	114.0	114.0	114.0	2.1	104.2	97.1	114.0	114.0	114.0	6.0	104.2	117.7
1992	117.8	117.8	7.3	108.3	116.8	117.8	117.8	117.8	2.1	104.2	97.1	117.8	117.8	117.8	7.3	104.2	116.8
1993	125.8	125.8	6.7	108.5	122.6	125.8	125.8	125.8	2.2	105.0	97.1	125.8	125.8	125.8	6.7	105.0	122.6
2nd qtr 1993	5.5	3.8	6.8	69.4	117.1	-0.0	-0.0	2.4	106.6	124.1	-3.6	-3.6	5.6	207.1	106.6	5.6	106.6
3rd qtr 1993	5.9	4.2	6.7	69.0	119.2	-0.1	-0.1	2.4	107.7	124.1	-1.7	-1.7	5.9	184.9	107.7	5.9	107.7
4th qtr 1993	5.8	4.3	6.4	69.4	122.6	-0.7	-0.7	2.7	103.9	123.1	-0.4	-0.4	6.3	178.4	103.9	6.3	103.9
1st qtr 1994	7.2	4.9	6.5	71.3	124.3	-3.1	-3.1	2.8	101.7	131.0	-0.3	-0.3	6.5	183.3	101.7	6.5	101.7
June 1993	5.9	4.0	6.8	69.1	117.1	-0.0	-0.0	2.5	105.2	124.1	-3.2	-3.2	5.7	203.9	105.2	5.7	105.2
July	5.3	3.8	6.7	68.6	117.9	-0.8	-0.8	2.5	102.6	124.4	-3.9	-3.9	5.6	201.5	102.6	5.6	102.6
August	5.5	4.3	6.7	69.7	118.7	-0.0	-0.0	2.5	102.2	124.7	-3.5	-3.5	5.9	196.7	102.2	5.9	102.2
September	5.6	4.4	6.6	69.5	118.2	-0.8	-0.8	2.5	100.3	125.4	-1.5	-1.5	6.1	186.9	100.3	6.1	100.3
October	5.5	4.1	6.8	68.5	120.3	-0.2	-0.2	2.7	98.8	125.7	-0.4	-0.4	6.2	175.1	98.8	6.2	98.8
November	5.6	4.2	6.4	68.4	121.7	-0.3	-0.3	2.7	111.6	125.3	-0.7	-0.7	6.3	179.2	111.6	6.3	111.6
December	6.0	4.8	6.3	70.7	122.6	-0.8	-0.8	2.8	98.9	126.1	-1.0	-1.0	6.3	160.8	98.9	6.3	98.9
January 1994	4.6	4.8	6.6	68.7	123.5	-1.5	-1.5	2.7	97.0	127.2	0.6	0.6	6.1	169.2	97.0	6.1	97.0
February	7.2	4.8	6.4	72.9	124.1	-3.7	-3.7	2.9	97.7	126.7	0.6	0.6	6.5	166.6	97.7	6.5	97.7
March	10.0	5.9	6.5	74.3	124.3	-2.2	-2.2	2.8	110.7	130.7	-0.2	-0.2	6.7	165.6	110.7	6.7	110.7
April	7.0	4.9	6.4	74.2	124.2	-2.0	-2.0	2.8	110.7	130.7	-0.2	-0.2	6.7	165.6	110.7	6.7	110.7
May	5.0	5.5	6.0	77.6		-1.3	-1.3				1.8	1.8			1.8		

All series seasonally adjusted. Statistics for Germany apply only to western Germany. Data supplied by Datastream and WEFA. Retail sales volume: data from national government sources except Japan and Italy (value series compiled by OECD using CPI). Retailers to total retail sales except France and Italy (major outlets only) and Japan (department stores only). Industrial production: data from national government sources. Includes mining, manufacturing, gas, electricity and water supply industries except Japan (mining and manufacturing only) and UK (also includes construction industry). Unemployment rate: OECD standardised rate which adjusts as far as possible for the different definitions of unemployment used in official sources. Vacancy rate indicator: relevant vacancy measure divided by total civilian employment, expressed in index form. Derived from OECD series US - help-wanted advertising, Japan - new vacancies, Germany and France - all jobs vacant, Italy - no data available, UK - unfilled vacancies. Composite leading indicator: OECD data. Each is a combination of series, cyclical fluctuations in which usually precede cyclical fluctuations in general economic activity.

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## NEWS: UK

Retail spending buoyant, consumer borrowing at £5.16bn, narrow money grows 6.8%, sales to house builders up 9.05%

## Evidence emerges of spreading recovery

By Gillian Tett and Andrew Taylor

Fresh signs that the UK recovery is spreading across the economy emerged yesterday, after building suppliers said that an improvement in the housing market had created a surge in the sales of construction materials this spring.

Meanwhile, official figures also showed that high street spending remains relatively

buoyant in spite of April's tax increases - though hints have emerged that consumers may be becoming more cautious with credit card spending.

Shares of building material suppliers surged nearly 3 per cent yesterday following a 9.05 per cent rise in merchants' sales during the three months to the end of May, compared with the corresponding period last year.

The jump was led by big increases in sales to house-

builders reflecting the improvement in the housing market earlier this year, according to the Builders Merchants Federation.

Mr Peter Gill, federation director, said sales had risen by 7.9 per cent over the previous three months, the highest annual increase since 1987.

However he warned that "recent reports from building societies, estate agents and some house builders that the pace of the housing recovery is

faltering is worrying."

In another sign of the overall economic pick-up, the Central Statistical Office yesterday said that consumers spent a record £2.064bn on credit cards in May, pushing the total level of new consumer borrowing up to near record levels of £5.16bn.

However the level of credit card repayment was also sharply higher, as more consumers sought to settle their credit card debts. As a result the level of net lending fell

sharply during the month to £203m, down from £412m in April.

The fall in the net lending figure slightly disappointed the City, which had expected a figure of about £380m. However the Treasury pointed out that the underlying trend remained upwards, with net lending in the three months to May slightly higher than in the three months to February.

Any disappointment was also offset by a strong June

figure for M0, the narrowest measure of money supply. This showed that M0 grew by 6.8 per cent last month compared to the previous June, fractionally down from May's revised annual growth figure of 6.9 per cent.

M0 has traditionally been regarded as an indicator of high street spending, and some analysts suggested that the figure indicated that June's retail sales data would be strong.

However the Treasury yes-

terday pointed out that the recent growth in M0, which is now outside the government's monitoring range of 0-4 per cent, also reflected the fact that lower interest rates were encouraging consumers to hold more cash. And analysts warned that the mixed picture emerging from the credit business data suggested that consumers were still spending very cautiously, in spite of the underlying health of high street activity.

## Britain in brief



## Million new mobile users in a year

Mobile phone operators have gained a million new subscribers in the past year, taking the total number of mobile phone users in the UK to nearly 2.5m.

Vodafone and Cellnet, the two largest operators, reported a far higher growth rate for the second quarter of this year than for the same period last year, despite the launch of two new cellular networks - Orange and Mercury One-2-One - since last September.

Vodafone recorded a net increase of 155,000 subscribers between April and June, up from 57,000 in the same period in 1993. Cellnet increased its user base by 126,500 in the three months, up from 54,700 last year.

## Potato board faces abolition

Disgruntled potato growers have forced a poll of the UK's 15,000 producers in a campaign for the immediate abolition of the 60-year-old Potato Marketing Board.

The board said that 430 growers, led by the Scottish Potato Trade Association, had called for the poll, the results of which should be known before the end of August.

The potato marketing scheme is due to be wound up anyway in three years' time, under proposals announced by Mrs Gillian Shephard, agriculture minister. But the option exists for a successor body to continue potato promotion and research. However, the growers who want the board scrapped immediately are unwilling to continue paying a levy of 24p per hectare now that its principal function of intervention buying to support prices has ended.

## Health cover growing fast

Health insurance is one of the fastest growing areas of consumer spending with an 80 per cent increase on health insurance compared to five years ago. Yet the amount - £1.16bn in 1993 - is still relatively small, at only one-fifth of the size of the motor insurance market, according to a new report.

Mintel, the market research group, said the growth is due to cuts in state benefits coupled with a long-term rise in personal incomes.

## CSA fails to meet targets

The Child Support Agency failed to meet almost all its main targets on costs and services, says the agency's first annual report published.

The agency assesses and collects maintenance payments from absent parents to support parents caring for the children. In its first year, it took on £50,000 and made more than 200,000 maintenance assessments.

However, it fell £112m short of its target for saving the Treasury £50m in the cost of benefits paid to parents caring for children. The agency also achieved barely half its target of arranging maintenance for 60 per cent of parents making eligible applications.

## New cheap day return to NY

American Airlines, the second largest US carrier, has introduced a new cheap day return business fare on its transatlantic flights from London to New York.

As competition intensifies on transatlantic routes, American announced it was cutting by 36 per cent its fares for business travellers flying from Heathrow to JFK and back again on the same day.

The new cheap day return business class fare, valid between July 4 and September 30, will cost £1,200 compared with the usual business class return price of £2,122.

American has also reduced first class tickets from £2,570 to £2,500 for same day return journeys. American said two of its six flights from Heathrow to JFK arrive in New York by lunchtime giving the opportunity for business in the afternoon before a flight home in the evening to arrive in London the following morning.

## Backers of Ulster peace 'gain ground'

Those Northern Ireland republicans who want a peaceful way forward in the province are "probably, just probably, in the ascendancy," Royal Ulster Constabulary Chief Constable Sir Hugh Annesley said yesterday.

"On balance I am optimistic, because I still very firmly believe that the Downing Street declaration has pushed the provisionals into a cul-de-sac," he said, launching the force's annual report.

The accord had led to the British and Irish being ranged against the IRA and it had also changed public opinion in the US and Western Europe, he said.

He held out the prospect of an IRA end of violence leading to similar action by the loyalist UFF and UVF. "I suspect if the provisionals were to call a halt and in so doing the loyalists did not see 'a sell out' then I believe the loyalists, for the most part, would stop violence as well."

He predicted that terrorist violence would abate in the next three years, or even earlier, but that "people in these groups (will) turn to intimidation, GBI, further into drugs, and further into robbery."

The report shows that there were fewer bombing incidents in Northern Ireland last year than in 1992, and one fewer terrorist murder.

The report said 84 people were murdered during 1993 - 70 civilians, eight soldiers and six police officers - one fewer than the year before. Loyalists were again responsible for the majority of murders - 48 against 36 by republican groups.

Republican terrorists were responsible for the overwhelming majority of bombings, but Sir Hugh said there was "clear evidence" of loyalist terror groups were improving their explosives capability and were responsible for 22% of bomb incidents against just 2% in 1992.

The police and army seized nearly 300 firearms last year, more than 20,000 rounds of ammunition and nearly 39,000lbs of explosives and bomb-making material. A total of 371 people were charged with terrorist type offences - 236 loyalist and 135 republican.

Sir Hugh said the RUC Anti-Racketeering Squad had made substantial progress in preventing a serious escalation of money-raising ventures and in reducing some means of funding.

More than 500 people had been prosecuted to date, the total amount involved being more than £55 million.

Crime in total, including terrorism, decreased by almost 2% while the detection rate increased by 2% to 36.4% - well above the national average.

Despite the public perception of Northern Ireland being a terrorist ridden region, ordinary burglary and theft accounted for almost three-quarters of the crime total.

## Three years on, many wait for BCCI redress

By Andrew Jack

On July 5 1991, customers, staff and bemused passers-by watched with varying degrees of horror and surprise as the doors of Bank of Credit and Commerce International were closed in a sudden sweep by global regulators.

Three years later, many hundreds of thousands of depositors, creditors and employees of BCCI around the world are still awaiting much sign of redress following one of the biggest bank frauds in the world - totalling more than \$12bn.

Of the employees, many have been hit three ways: they have lost their jobs, their salaries and been under pressure to repay their subsidised mortgages and other loans with the bank. The stigma attaching to BCCI has made it difficult for many to find other employment.

For UK-based sterling customers of the bank, the depositors' protection scheme had provided compensation of three-quarters of their savings up to £15,000. Equivalent schemes have been triggered in some other countries.

However, creditors are likely to yet have to wait well into next year for any payout from liquidators. Depositors on a \$1.5bn contribution under negotiation with Abu Dhabi, the bank's majority shareholder, they may receive in the region of 15p-20p.

Further payments will depend on continued attempts to trace assets and to settle litigation launched by the li-

quidators against bank regulators, auditors, directors and related parties involved in transactions with BCCI. Ultimately the prediction remains 30p-40p in the pound.

The primary beneficiaries so far have been the professional firms - several firms of lawyers, consultants and notably the partners at Touche Ross, the accountancy firm, who have been liquidators to the bank and have so far levied more than £98m in fees.

For some of the key protagonists involved, criminal justice has been a little swifter. Last month, the authorities in Abu Dhabi, the majority shareholder in the bank, sentenced 12 former executives to pay \$8bn in compensation and serve a total of 61 years in prison.

One of these, Mr Swaleh Naqvi, the chief executive, is currently in the US where he may be tried on state and federal charges. Mr Agha Hasan Abedi, BCCI's founder sentenced in his absence, continues to live in Pakistan.

Meanwhile, a number of changes to regulation and banking supervision have been made following the report in October 1992 into BCCI's supervision.

A new law in the UK has made it compulsory for the first time for auditors to report suspicions of fraud to regulators.

Draft banking legislation proposed for the EU would give supervisors power to refuse to authorise banks which are organised in a way that impedes effective supervision.

## Doctors anxious at health reforms

By Alan Pike, Social Affairs Correspondent

Leaders of Britain's doctors are to meet later this year to discuss the future of health care against the background of continuing anxiety over the government's National Health Service reforms.

The unfinished level of concern about aspects of the reforms, three years after they were introduced, was demonstrated at the annual conference of the British Medical Association which opened in Birmingham yesterday.

Dr Sandy Macara, chairman of the BMA council, received a prolonged standing ovation when he spoke of a mood of "alienation and demoralisation" in the NHS, and announced the BMA's "unwavering determination to reform the reforms".

The planned meeting will be attended by representatives of the Royal Medical Colleges, Deans of university medical schools, representatives of the

General Medical Council and BMA leaders. It will consider the implications of a range of radical changes - like the shift of much treatment from hospitals to family doctors' surgeries and patients' homes - that are beginning to transform traditional patterns of health care.

The gathering will provide a unique opportunity for many of the profession's leading figures to consider the effects of the government's market-style reforms on the way in which these changes are taking place in the NHS.

As a result of the reforms, Dr Macara told the conference, co-operation had been supplanted by commercial competition in "an uncontrolled, ill-managed, internal market" driven by the "perverse philosophy" of winners and losers.

Business plans now overrode clinical priority and treatment, except in emergencies, had become a national and local lottery, Dr Macara said.



On their way: the Tour de France cycle race attracts young enthusiasts between Roubaix and Boulogne-sur-Mer yesterday

## Return of the Tour de France

By Stewart Dalby

Local authorities across southern England as well as towns like Dover, Brighton and Portsmouth are paying between £1m and £1.5m to bring two stages of Le Tour de France to Britain for the first time in 20 years.

The 2,400 mile race, is the world's biggest sporting event with a world wide television audience of 500m. The organisers, Société du Tour de France, have taken the Tour to countries near France in recent years as a means of broadening international interest.

The last time the tour came to Britain was in 1974 when a stage was run around Plymouth. It was badly organised and not a success. This time, a stage will run 128 miles from Dover to Brighton (July 6). A second stage will see the 188 riders cover 113 miles in a Portsmouth to Portsmouth run through Hampshire (July 7).

To get the tour, local towns where a stage begins or ends has to pay a fee to the Société. Brighton has paid £90,000 for example, plus £26,000 to Sport For Television, the British company which has the television rights in this country.

Mr Graham Tubb at East Sussex Council says: "You only need half a million visitors spending five pounds each and you have more than covered your costs."

At least 3,500 people travel with the Tour as well as 1,500 vehicles. Dover is expecting 50,000 visitors at least to come over with the tour. With schools on the routes closed and a national rail strike scheduled for today the routes could be lined with people.

A spokesman for Portsmouth said: "We regard this as a promotional investment for our town. We are estimating a total spend of £10m from this event."

## 'Most influential' medium is BBC, says new report

By Raymond Snoddy

Research by consultants Arthur Andersen suggests that the BBC is by a long way the most influential medium of communication in the UK.

The research into consumer use of the media, which is being carried out for News International, publishers of five national newspapers and part owner of British Sky Broadcasting, came only sixth.

The media time research is just one of a number of efforts to define "media influence" in the context of a government

review of cross-media ownership rules.

Whatever the recommendation, change could be delayed. There are doubts whether any slots are available for media legislation in the 1994-95 parliamentary session.

Mr Peter Brooke, the national business secretary has made it clear that he does not regard information as the same as other products and is looking for a measure of media influence. The cross-media ownership committee is believed to be looking at total revenue as a measure.

## US computer services group signs outsourcing union deal

The Inland Revenue Staff Federation tomorrow signs a formal union recognition agreement with Electronic Data Services, the US computer services company, which has never dealt with unions in its home country.

The deal preserves the union's right to collective bargaining for the 1,900 staff of the revenue's information technology office, who are being transferred to EDS in Europe's largest information technology outsourcing contract extending over 10 years and worth more than £10m.

After six months of negotiations, IRSF members are to be offered a choice between two employment contracts - an "image contract" to replicate civil service terms and conditions as closely as practicable, and the standard EDS company contract.

Transferring staff will be able to switch to the standard contracts if they wish, and the two contracts will run in parallel for the foreseeable future.

## Richard Donkin reports on union recognition in Europe's largest IT staff transfer contract so far

New staff will be hired on the standard contract.

The standard package offers perks such as free medical and dental care and company cars for certain grades. The image contract is the only one covered by collective bargaining arrangements.

The most difficult hurdle in negotiating the image contract, said Mr Clough, were in making pension arrangements equal to those available in the civil service and in providing a formal appeals procedure.

The transfer of undertakings protection of employment - TUE legislation, which protects the terms and conditions of public sector employees whose contracts are transferred to the private sector, meant that EDS had to make a commitment to work with the union, which represents the

vast majority of the staff.

"We came at it from the point of view that we needed to recognise the unions," said Mr Peter Clough, MD of EDS's Inland Revenue Division.

Mr Clive Brooke, general secretary of the IRSF, said: "We believe that a particular strength we can bring is the job security we are offering staff. I think this is where unions will have an increasing role to play."

The next stage of what Mr Stephen Dorrell, financial secretary to the Treasury has described as a "strategic partnership" between EDS and the Inland Revenue, will be developing a working relationship between a public body and a corporate operation.

The IRSF intends to seek membership among other EDS employees.

## Full employment is back in fashion after half a century

David Goodhart on the 'middle-way' between the US and European job market models

Full employment, or at least talking about it, is back in fashion.

Today's Trades Union Congress conference, marking the 50th anniversary of the wartime coalition's policy paper on employment with its commitment to "maintain a high and stable level of employment" - would have been unthinkable a decade ago.

The attendance at Looking Forward To Full Employment of Mr David Hunt, the secretary of state for employment, is testimony to a new consensus about the urgency of reducing unemployment: an urgency which spreads far beyond the labour movement.

John Philpott, director of the Employment Policy Institute think-tank (EPI), pinpoints the change of mood by contrasting the 1984 Maitland lecture by Nigel Lawson - which blamed unemployment on rigid labour mar-

kets and relegated it to a "residual" of economic policy making - with the 1994 Maitland lecture by Kenneth Clarke, the chancellor of the exchequer.

Clarke not only stated that unemployment must be the "main preoccupation" of economic policy makers in the 1990s but added that he shared the policy paper commitment to maintain a high and stable level of employment.

Curiously, when the 1984 Maitland lecture was delivered registered unemployment was rising rapidly towards 3m, yet by the time of the more "unemployment-conscious" 1994 Maitland lecture the figure was still high (2.8m) but falling rapidly.

The apparent lesson of the 1987 and 1992 general elections, that mass unemployment has ceased to be a major issue, especially when the trend is downward - no longer seems to apply. Why that should be so is

unclear; it may stem from employment insecurity amongst the middle classes.

Whatever the reason, the TUC and the EPI (co-sponsor of the conference) are capitalising on the new anxiety about unemployment with a refreshingly open-minded agenda.

A decade ago such a conference would have been peppered with calls for a massive expansion in demand and huge state-backed programmes.

The papers for today's conference - written mainly by centre-left academics but representing a wide range of views - scarcely mention such things. Indeed the introductory paper by John Philpott indicates that supply side measures, rather than boosting demand, are most appropriate.

Philpott says the conference should be seen alongside the recent European Union policy paper on employment and the OECD Jobs Study as a contribution to the "middle way" - between the de-regulated US model with its high job creation but meagre social protection and the regulated European model with low job creation but more generous protection.

This is where the consensus usually breaks down, with the left believing the European model can still create jobs even with high costs, and the right arguing that there is a sharp trade-off between protection and job creation.

But Peter Lilley, the social security secretary, now says there are limits on how far Britain can go in reducing unemployment US-style by

allowing incomes to fall sharply. Kenneth Clarke is examining how to extend "top-up" benefits for people on low pay, such as Family Credit.

Similarly, the TUC papers, propose a range of employment friendly reforms to the tax and benefit system while trying to take account of how radically the pattern of employment has changed since 1944.

But several TUC papers reject the idea of topping up low wages through the benefit system in favour of a high minimum wage and a hefty dose of labour market re-regulation, (which is TUC and Labour Party official policy).

How much tension there is between such policies and rapid private sector job creation is, disappointingly, not

discussed. Similarly, there is no paper which looks at job creation from an employer perspective (or specifically, a union point of view), and very little acknowledgment of the European and international dimensions. Nevertheless there is no TUC "line" in the papers and several are realistic to the point of pessimism.

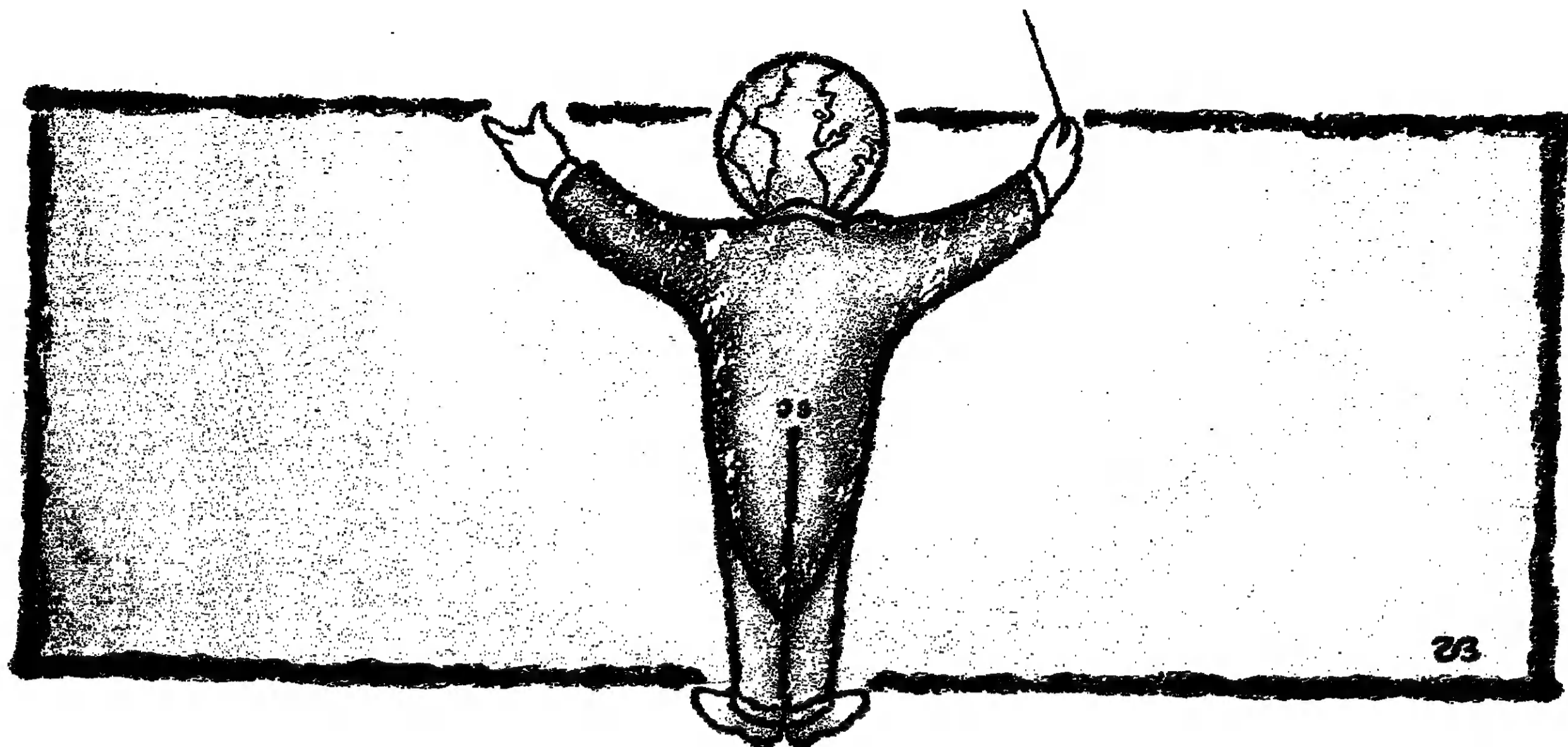
David Marsden says the discussion about regulation and de-regulation assumes a homogeneous labour market. He argues that while too much regulation at the bottom might destroy jobs, de-regulation in the middle could destroy the potential for the "co-operative exchange" between employer and employee which aids high productivity performance.

Ewart Keep and Ken Mayhew argue that training is not

the answer to Britain's industrial and employment failings. They say we have a skills shortage not because of insufficient supply of skilled labour but because of insufficient demand for it. Too many employers are happy to survive in low-skill, low-value-added businesses, which remain profitable because of the low cost and high flexibility of labour.

Patricia Hewitt says that full employment in 1994 must be full employment for women as well as men and that will require working with the grain of the new flexible working arrangements. The trouble is, (and the government agrees), the unemployed and their families are trapped between a flexible labour market and an inflexible social security system.





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## TECHNOLOGY

Multimedia means different things to different people but, as Michio Nakamoto reports, everybody wants to be involved

## Not at all quiet on the home front

Japan's electronics industry, with its leading-edge technologies and manufacturing capabilities, is expected to play a major role in ushering in the age of multimedia.

Some companies, such as Toshiba and Sega, are already involved in multimedia tests in the US or, like Matsushita and Sony, have forged strategic deals with US leaders in the field.

But when it comes to their own plans to bring multimedia to the masses, Japanese electronics makers display an uncharacteristic lack of confidence.

"I don't think ordinary citizens need so much information," says Tsuzo Murase, an executive vice president of Matsushita who has played a key role in the company's multimedia strategy.

Privately, many admit that they still do not have a very clear idea of what multimedia is all about and where it is heading. "The word multimedia covers so many things that it is difficult to define," says Takashi Ochiai, general manager of the personal services division at Fujitsu.

"Telecommunications companies, broadcasters and manufacturers each have different views of what multimedia is."

Opinion is also divided over whether multimedia will take off first as a business tool or as a high-

tech entertainment gizmo. But if there is one thing that everyone agrees about it is that whatever multimedia turns out to be, they will want to be involved in it in some way or another.

So, overcoming their instinctive reservations, the forerunners in the race to bring out multimedia machines are taking a two-pronged approach of attacking both the home and the business markets at the same time.

In the home market, many equipment makers are convinced entertainment games and educational software programs will provide them with an entry into the multimedia market. "Games are the easiest form of multimedia," says Mikio Higashi, Matsushita executive in charge of information equipment.

The approach taken by this camp has been to bring computing and communications capabilities to the television set. Matsushita, for example, has launched SDO Real, a machine based on technology developed by SDO, a US company in which it has a stake. The machine can play CDs, CD-Roms and CD Video.

The SDO Real machine can be connected to cable TV and phone lines. Matsushita plans to enable users to hook up to communications networks in Japan as well as to the Internet. It will also be able



to serve as the terminal for multimedia services, such as home shopping and video-on-demand.

And once Matsushita comes out with a keyboard for SDO Real, later in the year, the machine, which Higashi notes has the capabilities of a workstation, will be able to serve as a PC in the home. "There are so many applications that we don't have to worry about what to do

with the machine," Higashi beams.

For the time being, however, Matsushita is hoping that a steady increase in its games titles (see below) and the launch of a game based on the popular film Jurassic Park will boost sales of SDO Real, which has suffered from having to compete with lower-priced conventional games machines made by Nintendo and Sega.

"Multimedia is a software business," Higashi says. It will provide Matsushita with an attractive way to use its software assets, acquired through MCA of the US, and most of the profits from SDO Real will come from the software. "We want to make SDO Real a practical product that every family will want."

As services and technologies advance, Matsushita will incorpo-

rate the CD-Rom drive and PC board that give SDO Real its intelligence, directly into the TV. Higashi says. Meanwhile, Fujitsu, Japan's largest computer maker, has adopted a different approach, using a multimedia PC, called FM Towns, and a more consumer-oriented cousin, called Marty, as entries into the home market.

The original idea behind FM Towns was to make the PC easy enough for anyone to use. Some 55 per cent of sales have been to home users, 35 per cent to schools and just 10 per cent to businesses. Marty, which was launched last year, connects to a TV and plays the same software as FM Towns.

Both FM Towns and Marty use CD-Roms and, in addition to CD-ROM games and data, play music CDs, karaoke CDs and photo CDs. Users can create their own data on screen which can then be captured on a floppy disk. Both also serve as terminals to access a variety of communications networks.

In Air Warriors, one of the games applications that can be used either on FM Towns or Marty, the player connects into the communications network and flies his aeroplane through the landscape that appears on screen. If other players connected to the communications network want to join in, they can form a team and "talk" to each other in

much the same way that PC users on a network send messages.

Eventually, as advanced telecommunications networks, such as integrated services digital networks, become more widespread, players on the network will be able to hear each other speak, rather than send messages on screen, says Ochiai.

FM Towns and Marty will also serve as terminals for services such as screen shopping and video-on-demand. In future FM Towns and Marty are likely to offer the capability to link up with cable TV.

Fujitsu emphasises the potential of its multimedia products as an educational tool rather than just a games machine. It also believes they can be used more widely as marketing tools, in showrooms, for example.

Meanwhile, both Fujitsu and Matsushita have kept their options open for the business multimedia market. Fujitsu has an installed base of 40,000 FM Towns PCs in the office market while Matsushita recently introduced a PC that can show video and TV on screen.

But given the currently low penetration of home PCs in the Japanese office, the home market in Japan may be a more promising starting point for multimedia. Murase, for one, has put his PC away. "I never used it and it was taking up too much desk space," he says.

## The games and how to play them

The stranger's face was familiar. It was Peko-chan, a popular character who has advertised sweets for Fujiya, a confectionery maker, for as long as most Japanese people can remember.

"Hello," Peko-chan said. "Glad to meet you."

"Glad to meet you too," the monster-like character we had chosen to represent us on screen said. "Where are you right now?"

"I'm at home," Peko-chan replied. "Where are you?"

"We're in Akihabara," we replied. "In Fujiya's showroom."

We had met Peko-chan at the Oracle Fountain, a virtual world of the computer screen where humans meet behind digital masks to socialise anonymously.

Habitat is accessible through a multimedia network Nifty-Serve, operated by a subsidiary of Fujitsu.

The virtual society boasts an active community on computer with a population of 9,000 at the latest count, many of whom have come

to know each other well, but only on screen.

The idea of creating a virtual society came from the studio of George Lucas, the US film director of Star Wars fame, but was licensed and marketed for the first time by Fujitsu.

The gungis on at Habitat, a society whose citizens can assume whatever sex, name, history or personality they want and where nobody has to disclose his true self, have offered such a revealing illustration of human behaviour that many behavioural scientists have joined the community for their studies, says Takashi Ochiai, general manager of Fujitsu's personal services division in Tokyo.

Everyone who becomes a citizen in the Habitat community gets an avatar, or computer figure, which is either male or female, as well as several hundred tokens as spending money.

The avatar's head is interchangeable and heads can be purchased in vending machines

throughout the community. His pockets are large enough to store several heads.

If a citizen of Habitat wants to assume several personalities he can do so simply by keeping a stock of heads in his pocket and pulling out a different head whenever he wants to become someone else.

In the initial stages of Habitat, the heads presented one of the biggest social problems.

Unscrupulous characters would run away with other people's heads left briefly on the road as they were changing them.

More happily, several Habitat citizens have been married on screen, though so far only one couple has been united in real life.

Residents' tax for Habitat citizens is ¥300 (£1.90) a month and communications costs are modest at a little over ¥10 a minute.

But the attractions of life in Habitat, which offers 400 locations for inhabitants to roam, are such that enthusiasts can spend hours and several tens of thousands of yen living in this virtual world.

Peko-chan, a citizen of Habitat for the past four years, told us that he comes to Habitat, or logs on to the system through his computer, every day for about one to five hours at a time.

"I usually come at night," Peko-chan says. "I like to talk to

people in Habitat, because I can express myself better," he explains.

Peko-chan has met several people through Habitat. He has met some of his Habitat friends outside the computer world and chats regularly with them on the telephone. "My phone bills are my biggest problem," he says.

Chiaki Sonoyama has been invited to the country home of Senzai Sakuragi, the head of a famous family which has been carrying on the tradition of Japanese dances.

But before Chiaki arrives at the Sakuragi home, Yosen, the eldest

of the three Sakuragi children and heir apparent, is poisoned and dies.

A writer of mystery novels herself, Chiaki sets out to try to solve the puzzle of who murdered Yosen and why. Like the popular American computer game, Where in the World is Carmen Sandiego, the player of this multimedia game must choose his own clues and follow his own instincts to solve the mystery murder. The drama takes different twists and turns depending on the player's judgment about what may have happened.

What is appealing to a Japanese audience is that "The Murder at Kurama" uses five video footage, with popular stars playing the parts and filmed settings, including scenes of the ancient capital Kyoto, where the drama unfolds. In order to add depth and motivate players to try different options, the producers of the game have provided different conclusions depending on how the game is played.

As with this mystery, live video footage is increasingly being used

in advanced video games.

Matsushita's SDO Real boasts clear moving video images that are made possible with the use of a 33-bit Reduced Instruction Set Computing (RISC) chip, and two especially powerful semiconductor chips that have been incorporated into the machine to process the graphics.

Compared with semiconductor chips in conventional games machines, "the difference is similar to that between having a tunnel dug by three normal people and having it dug out by three body-builders," explains Kenichi Tamura at Matsushita. "The power that SDO Real has to make pictures is about 50 times as great as normal games machines."

Unfortunately, crisp video graphics are difficult to attain in full motion so the effect is somewhat jarringly pictures when characters are in action. But Tamura notes that this will be improved when Matsushita brings out an adaptor to bring the full-motion video up to the MPEG-I standard.

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## BUSINESS AND THE LAW

## Waste regulation sustained



An action brought by the European Parliament against the European Council challenging the legal basis of the regulation on the supervision and control of shipments of waste in the European Community was rejected by the European Court of Justice last week.

In 1990, the European Commission put forward an initial proposal for a council regulation dealing with the supervision and control of waste shipments within, into and out of the EC. It was based on provisions of the Rome Treaty relating to the internal market and the common commercial policy. The European Parliament was consulted.

In 1992, the Council decided the correct legal basis for this legislation was in fact the treaty provisions dealing exclusively with the environment. Those gave the European Parliament fewer powers of influence in the legislative process.

In spite of protests from the Parliament, the Council adopted the regulation on February 1 1993 with the changed legal basis.

The Parliament brought an action against the Council for annulment of the regulation. It argued the parts of the regulation dealing with the shipments of waste between member states, exports and imports, plus transit of waste from outside through the EC for disposal or recovery outside the EC, should have been based on the single market and common commercial provisions in the Rome treaty.

The Council, supported by Spain, argued the proper legal basis for the regulation was the environmental provisions of the treaty even though the regulation did have an impact to an extent on competition in the Community and trade with third countries.

The Court ruled the Parliament's submissions on the provisions relating to the common commercial policy were not admissible as those provisions did not foresee any decision-making role for the Parliament. Parliament was only entitled to bring actions such as the present case in order to safeguard its own powers. This was not the case with regard to the common commercial policy.

The Court then dealt with the question of the legal basis. It said the choice of legal basis for any given Community act had to be founded on objective factors which were amenable to judicial review. Those factors included in particular the aim and content of the act in question.

It found from examination of the regulation's content that the system established for the surveillance and control of shipments of waste between member states was based on the need to preserve, protect and improve the quality of the environment, and that the system envisaged that the authorities would take all measures necessary to protect human health and the environment.

It also found that the organisation for such surveillance and control of waste shipments within the Community legislative framework on waste generally, the aim of which was to protect the environment.

As to the regulation's content, the Court found that it set down certain conditions and procedures for authorising the transfer of waste. The conditions and procedures were adopted in order to guarantee environmental protection and, in particular, they allowed member states to prohibit waste transfers.

The Court thus ruled the regulation came within the framework of environmental policy rather than that relating to the internal market in that it did not seek to regulate the free circulation of waste within the EC.

The Council had therefore been right to base the regulation on the environmental provisions of the Rome treaty. This was so even though the operation of the regulation could have an impact on the working of the internal market.

The mere fact that the establishment or operation of the internal market was somewhat affected through the operation of a given act was not sufficient to justify that act having as its legal basis the internal market provisions of the Rome treaty. It was only when there was more than just an incidental impact on the internal market that the position might change.

C-187/93: European Parliament v Council, ECJ FC, June 28 1994.

BRICK COURT CHAMBERS, BRUSSELS

Six years after the UK's Serious Fraud Office was set up to investigate and prosecute complex fraud, the balance of the balance. A government review has recommended the merger of the SFO and the Fraud Investigation Group (FIG) of the Crown Prosecution Service.

No decision will be taken until the SFO and FIG have completed their respective reviews. Mr Nicholas Lyell, attorney general, will then decide whether the SFO should be expanded to incorporate FIG, or whether the merged body should be placed under the control of the Crown Prosecution Service.

His decision will determine whether responsibility for the fraudbusters should remain with Mr George Staple, current director of the SFO, or pass to Mr Nicholas Lyell QC, director of public prosecutions and Mr Staple's predecessor.

The review, started by Mr John Graham, a Treasury official, was published last week. It recommended subsuming the SFO into the CPS. If the government opted for that solution, it would raise questions about why the SFO was established as a separate body in the first place.

Mr Paul Phippen, a legal lawyer at City solicitors Macfarlanes, pointed out the SFO had been set up as a discrete office because FIG was considered incapable of providing the specialist service required. But a number of high-profile failures by the SFO, such as in the Blue Arrow, Levitt and Nadir cases, means many lawyers now believe FIG is doing the better job.

The review, which was set up to investigate the cost-effectiveness and efficiency of the two organisations, carried out a comparative study. The SFO and FIG have different powers and approaches to combating fraud: the SFO was set up to investigate and prosecute serious fraud; FIG advises the police on investigations and handles subsequent prosecutions. Both deal with complex or serious fraud, although the SFO handles only cases involving at least £5m.

The SFO's budget for the current year is £21m and it employs 21 lawyers, £2m a budget of £10m and employs 30 lawyers. At the end of November last year, the SFO had 51 cases on its books and FIG had 490. However, more than 40 per cent of FIG's case load was not considered serious or complex by the group's own lawyers, and the review concluded that such work should be devolved to the CPS.

The review also found considerable overlap in the work of the two bodies - so much so that it said it was anomalous to apply such different methods to what in many instances were similar cases.

This similarity has increased in

## Fraudbusters' unsure future

Robert Rice on the possible merger of two UK prosecution organisations



Will Barbara Mills wrest responsibility from George Staple of the SFO?

recent months, as the SFO's case load has declined and it has taken on smaller cases that it might otherwise leave to FIG. The Maxwell prosecution is the only large case now on the SFO's books. The review warned that, unless this issue was addressed quickly, the SFO would have increasing spare capacity.

The review found scope for improvements in management information and case management systems. FIG had two useful systems in place, while the effectiveness of the SFO's systems was not being fully exploited. Some SFO investigative work had been undermined by the absence of clearly defined responsibilities for the investigation. In FIG organisations, there was no formal management overview of important prosecution decisions, and in the SFO no overview of vital investigation decisions.

The SFO's powers under section 2 of the Criminal Justice Act 1987 to compel those under investigation to answer questions, removing the right to silence, had proved effective, said the review, and should be extended to the police and to FIG.

It is the SFO

expressed concern about the lack of effective control over the police who are expected to work on cases, and suggested a review of current arrangements between the police and the SFO.

Both organisations needed to make better use of outside lawyers to improve efficiency. They could make greater use of in-house lawyers in the pre-trial work, and generally bring in counsel to advise at a later stage than at present.

Overall, the lack of comparative risk about case loads, case management and the firm conclusions about the effectiveness of either body's approach.

However, the available evidence suggested that, although the SFO was the largest and most complex cases, its superior resources and section 2 powers had produced a consistently higher conviction rate than FIG.

The review recommended short-term improvements in management and organisation, and in the longer term a merger of the two

institutions. In spite of its finding that neither institution had not improved the SFO's conviction rate, the review said the advantages of merging would be the extension of the SFO's powers to all serious fraud cases.

Establishing the new body under the SFO could be done immediately, but subsuming the SFO into the CPS would require primary legislation, which would be impossible until 1996. However, the review said that placing the SFO within the CPS would offer most benefits. These included the support structure in the CPS, reduced administrative costs and greater ability to vary resources to meet changes in case load.

It recognised, however, that establishing a new body with an investigative role as part of the CPS would be a big departure from present policy. The new body would need to be "ring-fenced" in a separate group within the CPS to prevent any further extension of such powers to the prosecution of other crimes.

Do these recommendations provide the answer to the present difficulties of the SFO? Most fraud lawyers are sceptical. Mr Phippen said he could not see them making any difference to the issue of how to prosecute substantial frauds efficiently and cost-effectively.

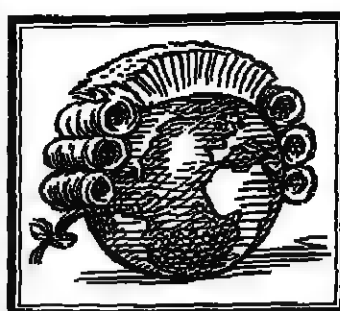
"If I was very cynical, I would say it was a way of getting rid of the SFO 'tag', which has been an obvious target for poor publicity," he said.

Mr John Clitheroe, senior partner of Kingsley Napley, a proposals might produce efficiency improvements, but by the proposal to give section 2 powers to the police. "I think that would be a very material step in the wrong direction," he said. The original purpose of the section 2 powers was to enable the SFO to obtain information on the background to a case. They are very different from the procedures followed by the police under the Police and Criminal Evidence Act codes, which had been designed to ensure fairness in interrogations, he said.

"I fear this is part of the seemingly inevitable process of diminishing the protections given to the citizen in criminal investigations," he said. "It would establish a momentum towards compulsory interrogation as a matter of course. The police will say: 'Why can't we have section 2 powers?' I would have thought the dangers of that were amply demonstrated by the miscarriages of justice we have seen over the past 20 years."

What happens to the SFO, the real question is whether it will make any material difference to the fight against serious fraud. Lawyers remain unconvinced. Much may depend on the outcome of the Maxwell trial this autumn.

## LEGAL BRIEFS



## Individuals gain right to apply directly to court

Individuals will be able to apply directly to the European Court of Human Rights in Strasbourg from October 1. This follows ratification of Protocol Nine to the European Human Rights Convention by Romania, bringing the number of nations that have done so to 16 - the number required for it to come into effect.

Under article 25 of the convention, any person claiming a human rights violation can bring an action against the state responsible by applying to the European Commission of Human Rights. If the commission cannot reach a friendly settlement of the issue, it makes a finding on the facts as to whether there has been a violation. At present, only the commission or the state concerned can refer a case to the court.

Under the new system, the individual concerned will be able to apply to the court. A panel of three judges will then decide whether the case should be heard. From October 1, the protocol will come into force in the 16 states that have ratified it: Austria, the Czech Republic, Finland, Hungary, Italy, Luxembourg, Netherlands, Norway, Romania and Slovakia.

## Private business

White & Case, the US law firm, has emerged as the leading legal adviser on privatisations in 1993, according to the magazine Privatisation International. The firm was involved in 65 privatisations in 15 countries, 50 of them in eastern Europe and the Commonwealth of Independent States.

## Vietnam rush

The rush by US and UK law firms to open offices in Vietnam continues. Lovell White Durrant, the City firm of lawyers, is the latest to apply for a licence to practise in Ho Chi Minh City.

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## FINANCIAL TIMES SURVEY

## MARMARA

Tuesday July 5 1994

■ Gempport blazes trail for infrastructure projects  
Page III

It is 10am and Bursa's silk bazaar is starting to stir, as farmers empty baskets of tightly-spun white mulberry cocoons. Today, the cocoon auction, which in former times would have attracted the city's most powerful business names, lasts barely an hour and seems little more than a curiosity.

For across the Marmara region, as industries come of age, tradition is giving way to modernity. An area, which 30 years ago was a quiet water town, Ankara civil engineers took their well-earned summer holidays, has today become Turkey's fastest-growing region, an important export centre, the home of Turkey's most famous brand names, and a nursery for some of the country's most ambitious public infrastructure projects.

The reasons for the decline of the silk industry are not just that the region has cut down many of its mulberry trees. Merchants in the Bursa cloth arcades are doing a lively trade selling material from China. However, the real heart of the city's textile production is no longer to be found under the vaulted ceilings of the Kosa Han, but in modern facilities on the dusty plains below the city.

The Ottomans, before capturing Constantinople, established Bursa as their first capital, attracted by its thermal springs and good air. The environment may have suffered somewhat, but the city is now a centrepiece of Turkey's auto and textile industry, and the focus for the rapidly developing food processing sector. It is also the uncrowned centre of a region which abuts the Marmara sea, stretching from Istanbul to the Dardanelles to the west, and encompassing the Thracian plains on its northern reaches.

Istanbul is not dealt with in detail here. Nonetheless, some mention of Turkey's largest city is vital to understanding the region. For what the authorities in Istanbul do, particularly in the disposal of



St Sophia's Cathedral is one of Istanbul's landmarks



The new liquefied natural gas terminal at Tekirdag

(see page III)

## Bustle in a former backwater

Turkey's fastest-growing region and industrial heartland is an important export centre that still needs to resolve infrastructural and pollution problems. This survey was written by John Murray Brown

their sewage, vitally affects the towns and villages which border on the Sea of Marmara.

The Marmara, or the Propontis as the ancients called it, is caught like a bubble between the Black Sea and the Aegean. Its waters are already dangerously polluted. A project has been launched, funded from the European Union, to monitor pollution levels using a mobile measurement and monitoring system.

Attempts are also being made under the auspices of the Ministry of Municipalities to co-ordinate the policies of the region's 280 town halls, which encompass 10 provinces. But as Mr Fikret Toksoz, the union's secretary general sees it: "The main problem is that no one knows what anyone else is doing."

The instances of co-operation between local authorities are all too rare. In Iznik, Thames Water, the privatised UK utility, is looking at a scheme to provide potable water not just to the Iznik municipality but

also to Istanbul, where the supply of water has taxed city planners since Byzantine times. Agreeing such a deal has so far proved difficult.

In Bursa, the municipality's main grumble is over tax. Mr Erdem Saher, the mayor, says that many of the industries in his region have head offices in Istanbul. As a result, their tax payments, on which municipality funding is based in Turkey, go to boost the coffers of the Istanbul mayor instead of the Bursa city hall, which has to foot the bill to provide the infrastructure for these industries.

At Iznik, there is another equally pressing problem. Mr Yusef Baser, the head of the local chamber of commerce, says the region's economic growth rate, which is twice as high as the Turkish average, is

providing a magnet for large-scale migration and putting a great strain on the city. Iznik, which was elevated to the status of a greater municipality last year, is a sprawling port town of 1m inhabitants. Mr Baser estimates the city

will need an additional 100,000 new homes in the next five years. "Normally, people come from other areas of Turkey but we are afraid that migrants will start arriving from Istanbul," he says.

Take the road east from Iznik



anbul, the evidence is all too clear as the countryside is rapidly submerged by the onslaught of ramshackle development and new industry. The route skirts around the northern coast and past the old weaving centre of Hereke, a town which seems to have disappeared underneath cement factories and motorway flyovers.

If Bursa is the region's private sector dynamo, Iznik by contrast has some of the qualities of a state sector slough. According to the chamber of commerce, around 30 per cent of the city's working population is on the government payroll.

Iznik bay is today the centre for Turkey's petrochemical industry and the site of one of the first paper pulp factories - government concerns which

are now the target for Turkey's efforts to privatise some of its extensive public enterprises.

Mr Baser is sceptical about the success of the privatisation programme. "The problems will not be solved if the bureaucrats close this plant here so they can buy limousines in Ankara," he says acidly.

The contrast with the nearby Kenisa complex could hardly be more emphatic. Just on the edge of the town, on a piece of reclaimed marsh land, the Sahanci group, Turkey's second largest industrial conglomerate, has constructed one of the world's largest integrated tyre plants. The factories provide a striking reminder of the role of private capital in Turkey's recent development. As does the Koc group, Turkey's other big industrial player, which is also well represented in the region in a joint venture with Fiat in the car sector, and leading a trail in the processed foods sector.

But the Marmara region also has also thrown up its own generation of business tycoons. Although locally raised, many of them are first or second generation immigrants from Bulgaria and Greece, such as the textile magnates Ali Saman Sonmez, a Turk from Bulgaria and Mr Cavit Caglar, the former state minister whose parents came to Turkey from Greek Thrace in the 1940s.

It is with these entrepreneurial drive that local businessmen

addressing the problems of the region's infrastructure. The development of the privately run port at Gemlik is a prime example of the endeavours of private sector initiatives in an area traditionally dominated by the state. The government is now looking at a series of privately franchised power and water projects using the Build Operate and Transfer model.

For the region is a major energy corridor, carrying the gas pipeline from Russia to Turkish Anatolia. It is the site of the newly opened liquefied natural gas terminal at Tekirdag, the port town where Voltaire's Candide and Pangloss retire to cultivate their garden.

It is on the crossroads of the region's principal highways. The sea itself is part of the vital trade route for the tankers taking oil from central Asia and for the newly independent Black Sea states, for which this is now the main route to western markets.

The Istanbul peninsula is a choke point for transit and other truck traffic making its way eastwards. The congestion is again forcing planners to reconsider long-standing proposals to build a bridge across the Dardanelles to divert some of this heavy goods traffic.

All the pieces are there. Some jobs have been lost, particularly in the car industry during the current economic crisis. But industrialists are confident they can switch production lines for exports and provide a cushion through this difficult period. When the recovery does come, Marmara will be the first region to take advantage of the change of climate.

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## MARMARA II

Kordsa is cutting costs to improve efficiency

## Tyre cord company sees potential in exports

"You won't find this in any factory in Europe," says Mr Akif Azizoglu, the plant manager, pointing to a strange arrangement of strip lighting suspended from the ceiling at the Sabanci group's Kordsa tyre cord factory, just outside Izmit on the northern shore of the Marmara.

Cost savings are a principal preoccupation of the company, which prepares for Europe and the approaching European union with the European Union, which is scheduled to come into effect in 1995.

Ms Güler Sabanci, the 39-year-old general manager of Kordsa, adds that the company's profits may be reduced but by improving its efficiency it can more than make up for it. Looking at our cost, we have done everything possible to be ready," she says from her office in the new Istanbul headquarters of this family-run conglomerate.

Kordsa - the "SA" being the



Güler Sabanci, general manager of the family group's Kordsa factory

signature of all Sabanci companies - is the only tyre cord factory in Turkey. The first company to be located at Kentsa, the Sabanci industrial complex near Izmit, and the first Sabanci company to be based on the Istanbul stock exchange.

The company has been going through a tough patch in recent years, with new investments raising financial costs. Kordsa reported pre-tax profits of TL106bn in 1992, a decline of 21 per cent on 1991. Sales were up by 93 per cent, although this was barely in

line with inflation.

Ms Sabanci believes the market is undervaluing the company. Certainly, the share price has underperformed the market, increasing by 272 per cent in 1993, compared with a rise of more than 400 per cent for the index as a whole. In the first quarter this year, Kordsa has fallen by 57 per cent, again well below the rest of the market.

The main problem has been heavy borrowing, which accounted for 12 per cent of costs. There was also a

A downturn is likely, but the long-term picture looks robust

squeeze early in 1993, related to payment arrears on business with Iran, which forced the company to make short-term bank borrowings.

The company, like others dependent on the health of the car sector, is likely to be hard hit by the downturn in auto-

mobile demand in Turkey's current economic slowdown. However, Kordsa believes the long-term picture looks fairly robust, with the company enjoying an apparently impregnable position in the domestic market and a growing presence as an international supplier.

Kordsa is a 50 per cent Turkish company, with other companies on the site - Brista, a tyre joint venture with Bridgestone of Japan; Dusa, a polyester link-up with Du Pont of the US; and the joint venture Beka, a steel wire collaboration with the Belgian steel cord maker Bekaert.

The Sabanci group is in good company - with Pirelli and Goodyear are based nearby. Unicoval, which used to have a link with Sabanci's industrial rivals, has since pulled out of Turkey.

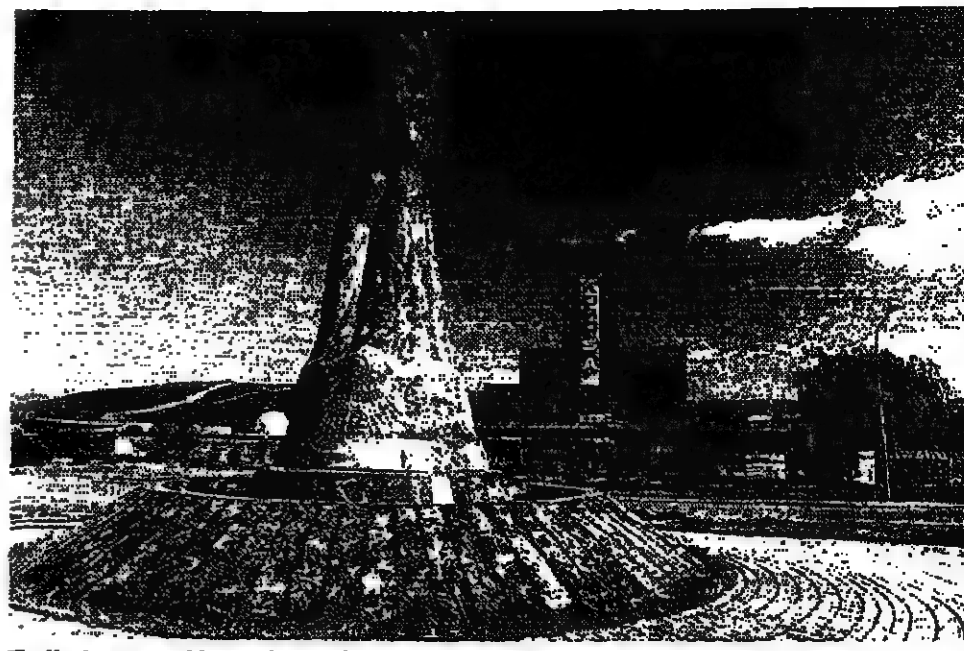
Starting with technology provided under a licensing agreement with Goodyear, Kordsa has now developed home-grown

technology for a wide range of products. Indeed, Kordsa is selling know-how under joint venture agreements with the Egyptians under the name Kordsa Egypt. The Sabanci group's 40 per cent equity stake represents the majority, supplied by the Sabanci family, which started production in 1970. "It's Kordsa technology, with the process and product technology," explains Ms Sabanci.

Kordsa now produces 24,000 tonnes of tyre cord a year, as well as a number of other industrial fabrics including conveyor belt liners. The company uses a variety of suppliers apart from Dusa, including Allied Chemical and Hoechst.

"We are operationally quite independent," insists Ms Sabanci when asked about the allegations of transfer pricing with the other group companies. "Each makes its own five-year plan. We're independent and self-sustaining. However, we're never alone."

The integration of related production facilities is a vital part of the Sabanci business strategy. Kordsa has a captive market in Brista's tyre production. Equally, the more recent investment in the Du Pont joint venture provides the group with a reliable supply in what is a fairly specialised market. On the surface, the arrangement is that Ms Sabanci explains:



The Kordsa tyre cord factory, just outside Izmit on Marmara's northern shore



Besides tyre cord, Kordsa now produces industrial fabrics, including conveyor belt liners

"For example, we sell to Goodyear, Brista's biggest competitor." But as she is the first to admit, "we have to protect Kordsa. We have to have a reliable supply with a minimal cost."

Kordsa's cost-cutting programme is now in its third year. Company officials say it has reduced costs by 10 per cent, shrinking the workforce, introducing new machinery and improved work, saving scrap material.

Like many Turkish companies, Kordsa has profited by the low cost labour environment

employed in the 1980s. "We have been relaxed," Ms Sabanci explains. "With such high borrowing costs, companies were forced to become more capitalised."

Vertical integration of production facilities is a vital part of the business strategy

Ultimately, Kordsa's real strength lies in its export potential. Despite the collapse of the Soviet market, where the company enjoyed a growing presence, Kordsa expects to

expand its export share this year, with more than half of the production now destined for overseas markets.

A large slice of that will go to Iran. Mr Azizoglu estimates that 30 per cent of Kordsa's exports are for that market, although Iran's recent payments crisis, resulting in a stock build-up at the plant.

However, he is realistic about being able to make up for the loss of the local demand. "We think we can compensate for some portion, but to cover it all, that's impossible."

## THE REGION'S ATTRACTIONS

## Thermal baths and grass skiing

You can no longer swim in many parts of the Marmara. Indeed, the Union of Marmara Municipalities even produces a map designating which areas are safe - and they are rapidly shrinking in number. But there are other attractions in the region:

## Bursa

Once one of Turkey's grandest cities, Bursa has suffered slightly from the pace of development. Nonetheless, you can walk off the grime of the city in one of the thermal baths. The best is the well-preserved Ottoman "hamam" in the Kervansaray Thermal Hotel, where for less than \$5, you can soak in a marble pool and have a massage. There is even an outside pool fed from the same

spring, with water at a pleasantly tepid 33 degrees.

## Gallipoli

The Commonwealth and Turkish war graves in the Dardanelles peninsula remain a popular destination, particularly for Australian and British tourists. The graves are wonderfully tended by a young Australian botanist, Mr Jeffrey Miah and his Turkish wife. "We try to plant a combination of local flora and also flowers associated with the countries who lost men here," he says.

## Iznik

A sleepy town now, this ancient centre was the site of the Council of 325 which has set the ground rules and was a landmark in western

ecclesiastical history. Iznik is also famous for its tiles.

## Uludağ

The slopes of Mount Olympus, or as the Turks call it, the great mountain of Uludağ, attract an increasingly international set of ski fanatics. Mr Erdem Sakar, the new Bursa mayor, is a keen ski enthusiast and represents Turkey on the grass ski committee of the FIS, the international ski federation. Bursa hosted the world grass ski championships in 1991.

## The Bears of Bursa

No, this is not an American football team, but a project co-ordinated by the local university veterinary faculty to install a sanctuary for the Ureus Arctos, the dancing

brown bear, once all too familiar to tourists on the streets of Turkish cities. The scheme is being aided by experts from the London-based World Society for the Protection of Animals (WSPA). The project managers are currently looking after 19 bears, all of whom were rescued from the streets and their gypsy minders. Now the bears are being trained to recognise electric fencing before being sent to the newly constructed 25-acre sanctuary at Karacabey, near Bursa.

## Other curiosities

Constantine died near the Ankara road, although there is little to mark the spot today. Hannibal, the Carthaginian general, committed suicide near Iznik.

## PROCESSED TOMATOES

## A canny move by Koç

Unlike the farmers in Israel - well, Turks can only dream of that. Beating them in the production of peeled tomatoes, however, is a much more realistic prospect. That, at least, is the prediction of one Turkish company - Tat Marmara Yagmurlu - which believes that Turkey could one day supplant Italy as Europe's best known tomato producer.



Vehbi Koç, Tat's president inspired by visit to Israel

labour, a large and growing consumer market and good export potential. Tat is the pack.

Planting a 10 per cent stake in the Istanbul stock exchange last year, Tat's shares have advanced by leaps and bounds and now stand at 100 TL. This is against a background where many other shares have faltered in the wake of the currency collapse. Analysts say the company appears to be relatively sheltered from the impact of Turkey's economic crisis. "It hasn't yet shown its face in our industry," says Mr Ahmet Toygar, the deputy general manager. "The farmers planted their seeds long ago, and now they're harvesting the product."

Well, the farmers planted last autumn, the company is now selling as a processed product. With as much as 70 per cent of production now destined for export, the company is earning handsome profits. Global Securities, one of Istanbul's biggest broking houses, forecasts earnings could rise to TL850bn in 1994 from TL105bn in 1993 - a phenomenal growth rate given the contraction of many Turkish companies in the wake of the lira crisis and the austerity measures imposed by the government.

Things are even said to be looking up at the company's dairy arm where the company has been acquiring from private inventory with reports that the business was refusing to take fruit and vegetables from suppliers. However, the company anticipates a sharp improvement in performance if Tat is successful in its bid for the government-owned dairy monopoly.

The company has a distribution network delivering daily to some 20,000 grocery stores, which Tat can use to expand the market for its own range of products. However, after submitting a bid of TL100bn for the Istanbul-based dairy a couple of months ago, the company is still awaiting a decision from the government in the wake of union objections that the state-owned enterprise was being sold too cheaply.

Tat is the brainchild of Mr Vehbi Koç, Turkey's best-known industrialist, the founder and at 93 the honorary president of this eponymous Turkish conglomerate. Mr Koç is said to have first developed the idea for Tat after a visit to the citrus groves of Israel in the 1950s. A decade later, with some help from a Mr Fuller of Heinz - remembered by one company official simply as "Mr Tomato" - Tat was launched.

The company's success derives from a number of factors - the backing of a strong Turkish parent which brings a good domestic franchise; an equity link-up with a major international buyer offering access to one of the world's growing world markets; and an approach to manufacturing which gives the company control of the product from seed to the point of delivery to the factory.

Unlike in California, the world's most concentrated production area, the mechanisation level is fairly modest, which is said to result in better quality fruit.

Mr Toygar says the company has another key advantage over its rivals - its relationship with the Israeli Unilever in California, the world's most concentrated tomato production area. The level of mechanisation is fairly modest, which Mr Toygar says results in better quality and makes it easier for the farmers, all of them Israeli, to be understood by Tat, and provided with some Israeli know-how and finance.

"Everyone of our farmers has his own computer number," says Mr Umit Güvenc, the sales manager, with pride.

Rivals comment Tat's management approach, pointing out that "the factory is quite likely to find Israeli know-how to the point of delivery to the factory."

The input is not all home-grown, however. Tat uses a processing technology called osmosis, which was first developed by the US Pacific firm during the second world war to extract salt from water. "It's very near to the fresh flavour," says Mr Toygar. Traditionally tomato processors used an evaporation technique. The main advantage of osmosis is that the tomatoes and vitamins remain in the fruit and are not burnt away as they were in the traditional evaporation technique for processing tomatoes.

The decision to link with Kagome - which controls over

half the Japanese tomato market - was Tat's big break. Tat has an exclusive arrangement and is Kagome's largest supplier. Tat has even persuaded its Japanese partner to relocate part of its Italian peeled tomato production to Turkey - perhaps the most telling measure of Turkey's growing international reputation as a supplier.

It all started in the 1980s. In 1987, in a typically canny move, Koç sought out the government-owned sugar factory as a partner. Seker Fabrikası, which was sold only last year, as part of the government's privatisation programme. Originally a Turkish company, Tat had a sourcing arrangement with the UK. The company then invited the Swiss Migros group to take a 3 per cent stake in 1977, which was sold in the wake of prime minister Bulent Ecevit's anti-foreign investment drive.

In 1977, the company sold a 7 per cent stake to Kagome, a well-established foods group based in Japan for processing (the now ubiquitous) tomato paste. When in 1980 the state-owned Sugar Beet Factory sold its 10 per cent share, the Japanese - Kagome and Seker Fabrikası - increased their collective stake to around 15 per cent.

Today, apart from its branded products which are sold in the wholesale market in Japan, Tat's main customers are the big food groups. "We're supplying Nestlé in Malaysia and Unilever in Brazil. We don't sell to the trade," says Mr Toygar.

After the US and Italy, Turkey is now the third largest producer of tomato paste. Tat controls 35 per cent of the domestic market. The company reported exports of TL393bn in 1993 - about \$30m at the prevailing exchange rate. Its main market is Japan, but Tat also sells to North Africa and Middle East and despite quotas on tomato paste and peeled tomatoes enjoys quite big sales in EU countries. Mr Toygar believes with the lifting of quotas, Turkey's share of the EU market could increase tenfold.

Now it perhaps the time to invest. After the initial public offering last August at TL7,500, Tat trades at around TL42,000. And as one Turkish millionaire says: "Foreigners are now buying and they're happy to buy."

## When choosing your bank in Turkey, ask the salmon.

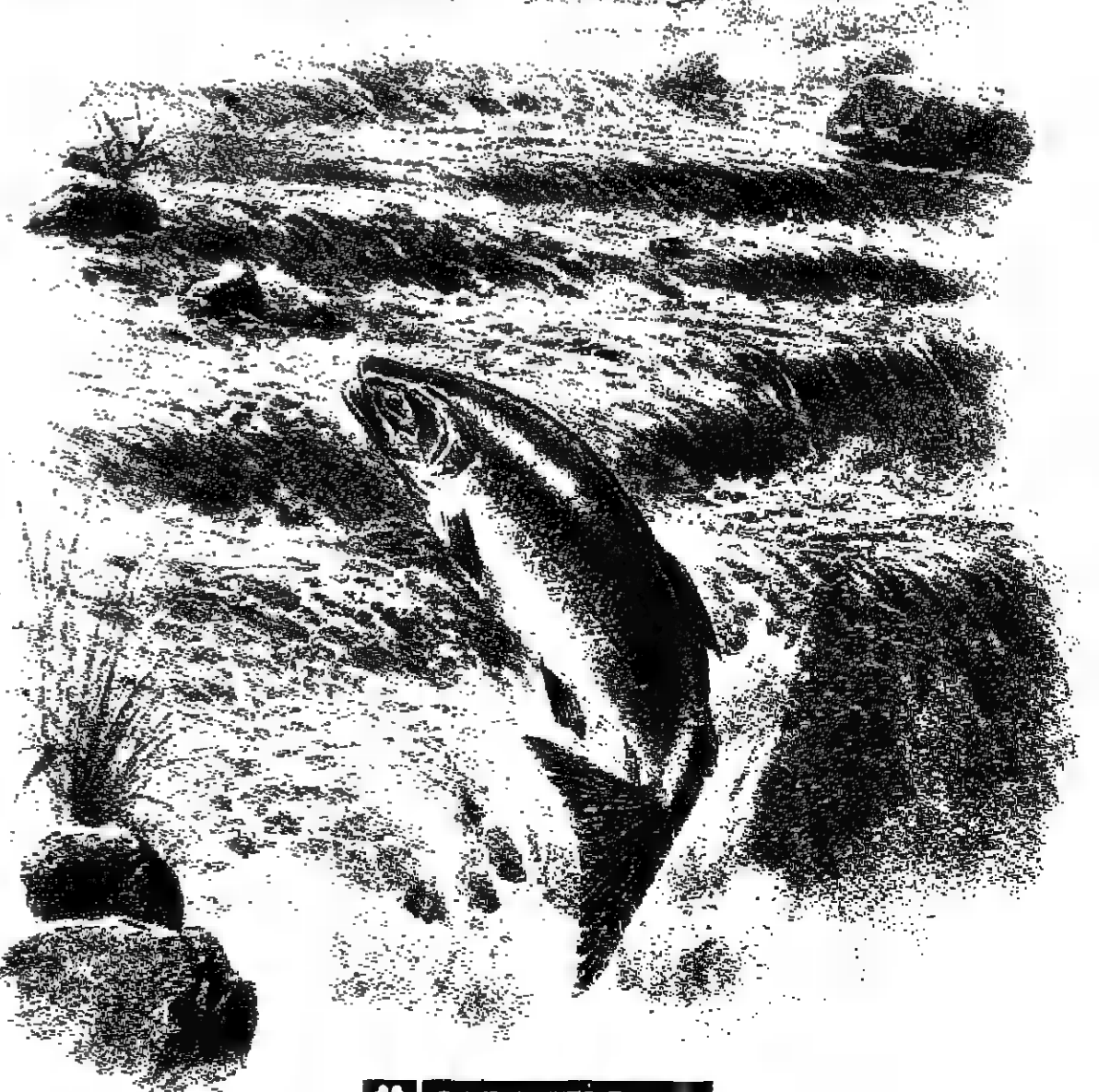
The salmon swims against the raging currents of the stream to reach its destination.

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## SOME OF OUR FIGURES AS OF MARCH 31, 1994

Total assets	USD 2,000 million
Net profit	USD 50 million
Paid-up capital (April 1994)	USD 119 million
Free capital	100 00 million
International business volume	100 1,943 million
Capital adequacy ratio	
- Per statutory accounts	12.82 %
- Per audited figures	N.A.
Return on average assets	8.44 %
Deposits / Total funds	53.04 %
Due to foreign banks / Total funds	20.64 %
Non-performing loans / Total loans	1.25 %



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## MARMARA III

Industrialists are calling for more infrastructure projects in the region

## Gempport blazes a trail

As you enter Turkey's first privately run port, the potholes on the roads suddenly disappear. Even the noxious orange fumes from the nearby state-run fertiliser plant seem part of another world.

For Gemlik Port and Warehousing Administration - or Gempport - with its modern infrastructure, smartly painted loading bays and contract labour force, is a good example of the efficiency gains to be made where private sector initiative takes over in an area traditionally monopolised by the state.

Privately owned by Mr. Mohammar Agin, a local textile manufacturer, the port is managed and run by Capt Ziya Alkan, a former head of the state-run ports authority, who was pulled out of retirement to do the job.

Gempport in many ways typifies the developments now sweeping through the Marmara region, as private sector developers who have a direct stake in seeing the area sustain its impressive growth rate take the initiative.

For the local authorities, deprived of funds, are no longer able to meet the needs of local industry. Tofas, the Fiat car subsidiary in Bursa, has installed its own water treatment plant and may now invest in its own dual-fired power unit to ensure supplies to its factory. The Sabanci group's Kordas tyre cord facility at Izmit is looking at a similar proposal.

Drive to the area from Istanbul and the challenges are not hard to see. The journey to Bursa takes at least 2 1/2 hours on badly maintained roads, choked with heavy goods traffic, and includes a 45-minute ferry crossing. The journey to Izmit is less onerous, making use of the Ankara motorway. However the real problems are apparent when you arrive in the city, a place of subterranean gloom, with petrochemical factories belching forth, and a paper pulp plant right in the heart of the town centre.

"All the pollution you can imagine: we have it here," says

Mr. Yusef Razer, head of the Izmit chamber of commerce. "Fifty years ago, if we had a new factory everyone was celebrating. Today we would be happy to see some of the business move away to an industrial zone where you can control it."

For the Marmara is a regional trading hub, a choke point on the main axis between Turkey and Europe, intersected by the principal supply arteries, such as the gas pipeline from Russia, the trans-European highway and the shipping routes from the Mediterranean to the Black Sea and the newly independent countries of the former Soviet Union.

It is a choke point on the main axis between Turkey and Europe

The Gempport facility is now Turkey's fourth largest container handler - after Haydarpaşa in Istanbul, Izmir and Mersin. Turkey's main transit port - and handles a variety of cargo from steel and steel scrap to cars and timber and coal.

Gempport is in direct competition with the state-run ports at Bandırma and İzmit to supply the fast-growing industrial area around Bursa, home to the Turkish textile and car industries.

Currently, activity in the complex is running at reduced levels because of the economic downturn affecting Turkey. Last year, bananas from Ecuador were one of Gempport's main import items. Today the number of banana boats has dropped dramatically as the economic crisis bites. Last year the quayside was also crowded with imported cars, as Turkey's consumer boom boosted the imports of European and Asian autos. Today the only item which is visible is the black coal and a vast tangled nest of tropical timbers.

The coal, Capt Alkan explains, is a high quality South African product which the Bursa municipality is using to fuel industrial and residential housing. Even coal could soon be a thing of the past as the region, like many others in Turkey, converts to gas, supplied by the pipelines which are now linking Turkey

with fields in Russia.

The general economic slowdown, particularly the drop in the volume of imports resulting from the economic squeeze, will certainly affect the tonnage that Gempport and other ports handle in 1994. Many of the local industries, however, hope to boost their exports this year. At the nearby Tofas car plant - a joint venture between Fiat and the local Koc Holding - Mr. Jan Nahum, the general manager, proudly points to the crates of CKDs (completely knocked down car assembly kits) all ready and packaged for delivery to Egypt, and other destinations via the Gemlik terminal.

Much will, of course, depend on an early resolution of the crisis, but many local industrialists believe top priority should be given to infrastructure projects in the Marmara region. The projects include:

• A new gas terminal at Tekir-

dag, taking liquefied natural gas from Sonatrach, the Algerian state-run company, commissioned by Botas, the state-run pipelines company last month.

• The next spur of the inter-city gas pipeline which is already supplying Bursa is also being constructed by Botas.

• A \$700m water supply and dam project at Izmit, in which Gama, one of Turkey's best known contractors, is linked with Thames Water in a project part-financed by Japanese funds. It is one of two deals which Gama hopes to clinch by using the Build Operate and Transfer method of private financing, in which a private developer runs the plant for a concession period, taking financial and other risks before eventually handing it over to the state or government utility.

• A dual-fired gas power station which Gama hopes to construct with the UK engineering group Kvaerner, at Marmaragözü, near Tekirdag, is the other project. This has been masterminded by the John Wing Group, one of the world's leading private power developers. • A crossing of İznit Bay from Gebze to Orhangazi is planned. A design project was awarded in December to Canada's Delcan group and the local



Gempport - where private sector initiative has taken over in an area formerly monopolised by the state

group Kvaerner, at Marmaragözü, near Tekirdag, is the other project. This has been masterminded by the John Wing Group, one of the world's leading private power developers. • A crossing of İznit Bay from Gebze to Orhangazi is planned. A design project was awarded in December to Canada's Delcan group and the local

Day consultants. The bridge would have a 3.5km span and incorporate a large 2-km viaduct on each side. • Bursa city municipality has a number of projects, including a water supply and sewerage contract under a \$117m loan from the World Bank. The first phase of the city's gas conversion project is under way with

around 90,000 homes or almost half the city's population to be linked up by the end of 1994. British Gas and other contractors await the municipality's decision to tender for the second phase. The city authorities announced in early June the cancellation of the planned Metro project, which was estimated to have cost around

\$400m, after warnings from the Treasury in Ankara to limit new foreign borrowings. There is even talk of a bridge to span the Dardanelles near Çanakkale in a bid to divert some of the traffic now transiting Turkey for destinations in the Middle East and which currently creates such congestion around the Istanbul peninsula.

Reduced shifts and lay-offs at Tofas spotlight the problems of the industry

## Why the car factory is at a standstill



Inside the Tofas factory - a joint venture between Fiat of Italy and the local Koc group - in Bursa

city in Turkey, is dependent on the car industry - with the country's two largest producers - local subsidiaries of Fiat and Renault - located there. Together with the components industries, Mr. Erdem Saker, the Bursa mayor, estimates the car sector accounts for around 50,000 jobs.

The crisis is nowhere more dramatically illustrated than at Tofas, which has been on reduced shifts since the beginning of the year, and on June 1 was forced to terminate the contracts of 2,400 workers, around a quarter of its labour force.

Tofas says its management had looked at all other options. Workers had had their annual holiday brought forward. Almost 800 jobs had been lost through natural attrition - early retirement and military service, while temporary work contracts were not renewed.

It was a double blow for the company. In February, after the government decided to make an international offering of its 21 per cent stake in the car company, Tofas was forced to open its books to the sort of audit scrutiny which would make most Turkish executives uncomfortable.

Tofas has since seen its American Depository Receipts (ADRs) lose up to half their value and, at home, its market has been devastated as the car sector became the most visible victim of the crisis. International investors who subscribed to the issue, on the advice of J. Henry Schroder Wagg and the US bank Lehman Bros, must be wondering whether they made the right decision.

The switch in fortunes has certainly been dramatic. "You should never see a factory like this," says Mr. Franco Grinme, who has been plant manager for nine years, surveying a empty shopfloor where the machinery and rigs are caught in a suspended animation during one of the company's recent shutdowns.

Last year, production by contrast, was in a state of almost perpetual motion, with three eight-hour shifts - Tofas even worked on the August Independence Day.

International investors who subscribed to the Tofas issue in February must be wondering whether they made the right decision

lie and Russian Ladas.

Today, however, the picture has changed. Mr. Nahum predicts that total car sales in 1994 will be around 250,000, including imports, compared with over 350,000 last year. In December, for example, the company's output was 774 cars a day in three shifts. Last month the number was 450, much the same volume that the company produced in 1991.

"We'll be doing well if we can return to last year's levels by 1996," says Mr. Nahum, whose father Bernard helped establish the Koc car empire

in the 1960s. "But we believe we can keep our market share."

This, it seems, is now the bottom line for the car companies. It explains why even in a deep sales trough, the market has seen the launch of new models. Toyota, with which the Sabanci group is in partnership, is speeding up plans to put its first locally manufactured Corolla on the road later this year. Renault's local joint venture, in which the French company is in collaboration with Oyak, the armed forces pension fund, has just launched its R15. "Everyone is preoccupied with launches to prevent sales shifting to the competition," says Mr. Nahum.

There have also been moves to increase production inside the factory by reducing the outsourcing of components. In a normal year this exercise helps to reduce costs and take advantage of economies of scale.

Today, however, the management's main concern is to look after its immediate workforce. The fuel tank construction which Tofas was to subcontract to an outside producer is now being made on site - all part of the official effort to maximise job hours in these straitened times.

Nonetheless, some of the investments which would have

gone ahead have been put on hold. Also, many of the investments which have been made to introduce new lines are underutilised as a result of the slowdown. "This will remain idle and empty and waiting for an upsurge in demand," laments Mr. Nahum, as the company visit reaches one of the new production facilities. Overhauling the industry is a concern about the customs union, which, barring upsets, should be in place in 1996. A report by McKinsey's, the US consultants - which the car industry commissioned - suggests that the local manufacturers need an additional five years to be ready for the import competition.

Senior car executives have been in discussions with the government on possible tax breaks in a bid to help reduce costs and boost sales. But with the bureaucrats in Ankara also suffering from the absence of air conditioning and other indignities inflicted by the austerity programme, there is little sympathy for their cause.

"We are only now at a critical mass to be able to compete," says Mr. Nahum. His prediction is simple enough. "If the Turkish car industry has problems, the Turkish economy will continue to have problems."

Profile of the country's leading processed seafood manufacturer

## Tuna from a distant ocean

It's the shoes that give him away. Most Turkish executives would not be seen dead in a pair of brown loafers in an office in the heart of Istanbul. But then Mr. Haluk Arpad of Ozen Sirketler Grubu is different from other businessmen. And as general manager of Turkey's leading processed seafood manufacturer, he probably feels more comfortable dressed as a seadog than a city slicker.

The company, based in Çanakkale on the Asian side of the Dardanelles, is Turkey's largest producer of canned tuna. It hopes for a stock exchange listing later this summer, under the name of Dardanel, its most famous brand.

Audited figures are not available, but the company is estimated to have turned over \$51m in 1993, more than double the sales of two years before. The company is the first entrant to the canned tuna market, and has an established brand name. Domestic markets for the product remain fairly immature, while the export opportunities seem vast. In addition the company has invested in state-of-the-art technology - the main reason for the flotation of what could be as much as a 20 per cent stake.

All this may be a little surprising. For the tuna is not actually caught in the Dardanelles, which with the pollution of the Marmara Sea is not one of the region's cleanest stretches of water. The tuna is caught from Spanish and French deep sea fleets fishing the Indian Ocean.

Mr. Arpad makes a point of buying what

is called EU origin fish - essential if the product wants to hit supermarket shelves in Europe, where the group makes 40 per cent of its total sales.

The company is in many ways a pointer to the future. In contrast to the region's heavy industry, the Ozen group represents the sort of medium-scale, labour-intensive industry which many analysts believe will be the big winners when Turkey eventually opens its markets and finds its real comparative advantage. "There is no machine in the world that can clean a fish," says Mr. Arpad, pointing out the line

of operators, most of them women, busily reducing massive chunks of tuna to the perfectly shaped fish wedges with which most consumers are more familiar.

Location is important. The company has its own loading pier near the factory. There is also the advantage of low wage costs, which Mr. Arpad estimates are probably a tenth of European levels. The workers he employs are paid on a premium basis, an incentive system which would probably not be allowed if the industry were unionised - another important commercial advantage.

The company was started in 1983. It concentrated on frozen produce: shrimps for the Spanish market and baby clams and

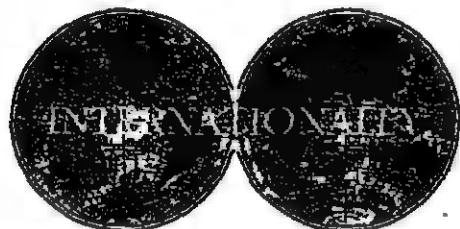
mussels for Italian buyers - all the seafood coming from local waters.

While canned tuna is a relatively new line, the company has been exporting frozen produce for more than a decade and has good contacts with European traders. In 1994 the company expects its exports to be worth \$55m, 65 per cent of which will be from the canned tuna factory. "The European Union is a very big market," says Mr. Arpad. "There's no quota and no import duty."

Unlike other processed food products such as tomatoes, seafood products do not suffer from EU quotas. Indeed, the company is selling canned tuna to France, Italy, Germany and the UK - it is selling under its own brand name to the French. A labelled product, which is canned with olive rather than vegetable oil and carries the words "produced in Turkey" is now sold in Italy. Mr. Arpad says penetrating the Italian market with own brands is all but impossible. In Germany and the UK, the company varies the strategy again, adding brine to the fish. The Germans, Mr. Arpad says, tend to concentrate on price, not so much on quality. "For that reason we prefer to sell there using their brands."

The company is now negotiating with a large Italian food distributor. "In tuna we want to sell brands. Our Dardanel brand is now registered in all the European countries," says Mr. Arpad. It is also registered in Turkey, although he is less confident about being able to protect his intellectual property in his home market.

## PARTNERSHIP AND COOPERATIONS



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## MANAGEMENT: THE GROWING BUSINESS

## JCB's venture offer

Whatever happened to corporate venturing, the practice of big companies making equity investments in private businesses?

It is in rude health in the US, less so in the UK, is the verdict of University of Southampton researcher Kevin McNally. But it is not as moribund in the UK as its recent absence from the limelight might suggest, he says.

Supporting this assertion last week was an unusual open offer to engineers from JCB, one of the UK's biggest private companies and maker of the ubiquitous yellow construction equipment.

Sir Anthony Bamford, JCB chairman, has invited designers, inventors and companies with under-funded engineering projects to contact his company with ideas which need backing.

Based partly on altruistic interest in the development of a stronger manufacturing base in the UK and partly on self-interest, Sir Anthony believes many more companies have the potential to follow JCB's successful path if given an early and understanding leg up.

He is coy about the total cash on offer. But he suggests up to £1m could be available for the right projects.

JCB, he says, is not looking for a quick return. It would also lend the services either of an executive director or a nucleus of recently retired directors to pass on JCB experience.

JCB's move appears to be going against the trend towards concentration on core businesses that has so far marked the 1990s. Indeed, several companies, notably BP and Hilldown, have closed their corporate venturing arms in recent years. But there is a sign of renewed interest, McNally says, particularly from some UK utilities seeking to diversify.

However, past experience suggests converting that interest into a cheque may yet be a hard struggle.

RG

\* Sir Anthony Bamford, JCB, Rocester, Staffordshire, ST14 5TP

Brights Cumana, maker of floppy disc drives for the BBC Acorn microcomputer, should not have survived the 1980s. Rarely since slide rules were swept aside by pocket calculators has technological change dealt such a blow to a company's fortunes.

Sales of Cumana's biggest-selling and most profitable product fell by about two thirds in 1991 as demand for the Acorn microcomputers requiring floppy disc drives fell sharply.

Toy and fashion designers may be used to handling such violent swings in demand. But how do manufacturing companies survive such a sudden loss of market, particularly if they lack the resources to back a risky change of direction? And how can companies anticipate and avoid some of the pitfalls?

Cumana's fall followed a decade in which the BBC Acorn had been one of the more successful early mass market computers. Launched in the early 1980s, the Acorn quickly took off in primary and secondary schools, where it was ideal for the rigours of the classroom.

Guilford-based Cumana designed and built peripheral disc drives and became a near-monopoly supplier. It was a small company in the right place at the right time.

Even after Acorn collapsed in the mid-1980s and was rescued by Olivetti of Italy, sales of its microcomputers remained firm. Cumana saw that its dependence on Acorn made it vulnerable but it continued to enjoy healthy margins.

Then, technology changed quickly. The old 8-bit technology was replaced by 16-bit processors in computers, where typically 10-year-old drives were integrated into the machine. Sales of Cumana's floppy disc drives fell dramatically.

"In round figures, sales fell from £8m of the company's £4m to less than £1m in one year," says John Simmet, Cumana's managing director who arrived in 1991. "Our customers were moving to more recent systems that did not require our type of product - mainly the Acorn Archimedes which did not require internal floppy disc drives."

Adding to Cumana's problems, the company had also made unfortunat diversifications. It had tried to reduce its dependence on Acorn by making other products; first there were drives for Atari - profitable until Atari was hit by rival Commodore - and latterly for Omega Computers, where demand was strong but margins were continuously squeezed.

However, Cumana also started developing newer technologies, such as CD-ROM and hard disc drives. The problem was that its customers - the



Back to school: John Simmet in search of a clearer idea of what users want

## Know your customer

Manufacturer Cumana nearly learnt the hard way about the dangers of guesswork, writes Richard Gourlay

Simmet was not interested.

"Cumana's history can be summed up as going into a product too early," admits Don Bolton, the company's founder and largest shareholder who has since withdrawn from an executive role. "The company never linked its development to market requirements," says Simmet. "It was on a suicide path. It was building up an awful lot of stock."

While anticipating where markets are going is essential, racing too far ahead of customer needs is dangerous. It is also a common mistake, according to Liz Dick, director and

management. "There is a danger in not listening to your customers and getting over-excited with the technology," she says.

Next, Cumana moved away from its known market in the schools and started trying to sell CD-ROM drives to utilities and to

home users who wanted a way of updating games in their PCs. "We pushed away from traditional customers - educational budgets were constrained - and tried to get into utilities and some leisure customers, but we did it as a recession took hold," says Bolton.

Cumana's arrival has been partly successful. Sales have recovered to £4.7m, two manufacturing sites have been combined and the company is working closer than ever with Acorn.

The transition to a new product line required some radical surgery. The first thing Simmet did was write off nearly £1m of stock that was obsolete or not wanted by customers. He then had to deal with the bank, which had extended facilities of £550,000. Almost overnight the bank saw the balance sheet slashed to nothing as the stock was written off, at the same time as the main market was collapsing and the company was still groping for a new direction.

Ten percentage points disappeared from margins in Simmet's first year as the company cranked up production of Omega disc drives to keep the company employed. And, not surprisingly, Bolton had put up personal guarantees and support the company's banking facilities.

Simmet then gathered most of the remaining staff together in a room with flip charts to brainstorm how the company could go forward. After considering pursuing interactive video, magneto-optical drives, karaoke drives, and even general distribution, Cumana decided to focus on the production of stored data through CD-ROM technology.

It also determined to get back in touch with its customers. Distributors were dropped, which not only improved margins but just as importantly helped Cumana gain a clearer view of what was wanted. "Guessing where the market is going is one thing we have tried to avoid like the plague," says Simmet.

The strategy had an early payoff when Cumana was part of a government contract to supply CD-ROM drives to primary schools. "It was the first contract defining the players in the market," says Simmet.

The company is not entirely off the hook. It remains highly dependent on one customer, Acorn, and one product, the CD-ROM drive. While it is developing a networked multimedia product and hopes to do OEM manufacture, the fact remains that it could be significantly damaged if Acorn were to decide to fit its own CD-ROM drive.

But Simmet feels Cumana is now better equipped to avoid past mistakes. The company will now concentrate on product development only on the back of orders from a known customer, he says. And any technological development has to be firmly backed by demand from an existing market rather than based on their estimates of what the market might one day become.

Richard Gourlay looks at two extreme examples of outsourcing  
Leave it to the other guy

Behind the World Cup competition in the US lies an unusual organisation. Using a dazzling array of computers, it provides administrative and information support for all aspects of the games through network links between the 12 football grounds.

This organisation did not exist before the games and will be disbanded after the winners' victory parade. While the competition is in full flow, however, World Cup USA 1994 is the ultimate virtual company from which all functions are contracted out to specialists.

Meanwhile, as of yesterday, London's own virtual company, in the form of the Parking Committee for London, The body takes over responsibility for parking enforcement on behalf of London's 33 local boroughs from Metropolitan Police and traffic wardens.

Both World Cup USA 1994 and the Parking Committee are extreme examples of outsourcing - the sub-contracting by companies of non-core activities to outsiders - that is being adopted by businesses of all sizes. International Business Machines (IBM) says the market for outsourcing is worth £7bn a year in the UK.

There is clearly an opportunity for companies - often small ones - that take over other businesses' chores. But smaller companies also have an opportunity to outsource some of their own back-office functions.

"The question is: do you want to do a certain function yourself or is it a non-value adding activity that you want to buy as cheaply as possible," says John Goble, financial administration business manager for IBM UK, which has just launched two companies to tap the outsourcing market. "The question applies to a 20-person company as much as to a 20,000-person company but there is a reluctance in smaller companies to approach people like us."

Ultimately, the theory goes, companies will perform only those functions where they add greatest value. Goble says IBM could consider taking over

functions as varied as customer order taking, distribution, invoicing, and the management of car fleets and payroll.

The World Cup USA 1994 organisation is a particularly hi-tech example of outsourcing; a network of Sun Microsystems computers is linked by Sprint fibre optics and co-ordinated by EDS, the computer services company owned by General Motors. But the Parking Committee for London is outsourcing not only its IT needs but also more mundane tasks.

Although the organisation expects to process £200m worth of fines and charges a year, Nick Lester, the chief executive, decided that he only needs a handful of staff - chief executive, finance director, appeals adjudicator, a public relations co-ordinator and a skeleton support staff. EDS, which won the Parking Committee for London contract, will do the rest.

The contract itself was relatively novel. EDS was simply told what the Parking Committee wanted and asked to provide everything to make that service possible. "The contract with EDS was based entirely on a performance specification," says Lester. "We said don't supply us with bits of hardware that will do this and that but provide us with the service."

The specified tasks include telephone reception services for drivers whose cars have been clamped or removed; administrative support for the appeal and adjudication service; a common computer link with the 33 boroughs; liaison with the Driver and Vehicle Licensing Authority and the County Court in Swansea; a clearing house system for payments; and management of the persistent offender database.

Why did London's boroughs outsource the management of the entire ticketing operation? In the first place, the Parking Committee for London is a statutory requirement of the 1991 Road Traffic Act. Also, says Lester, "We are making certain we get the policy right and make sure others do their jobs according to the policy."

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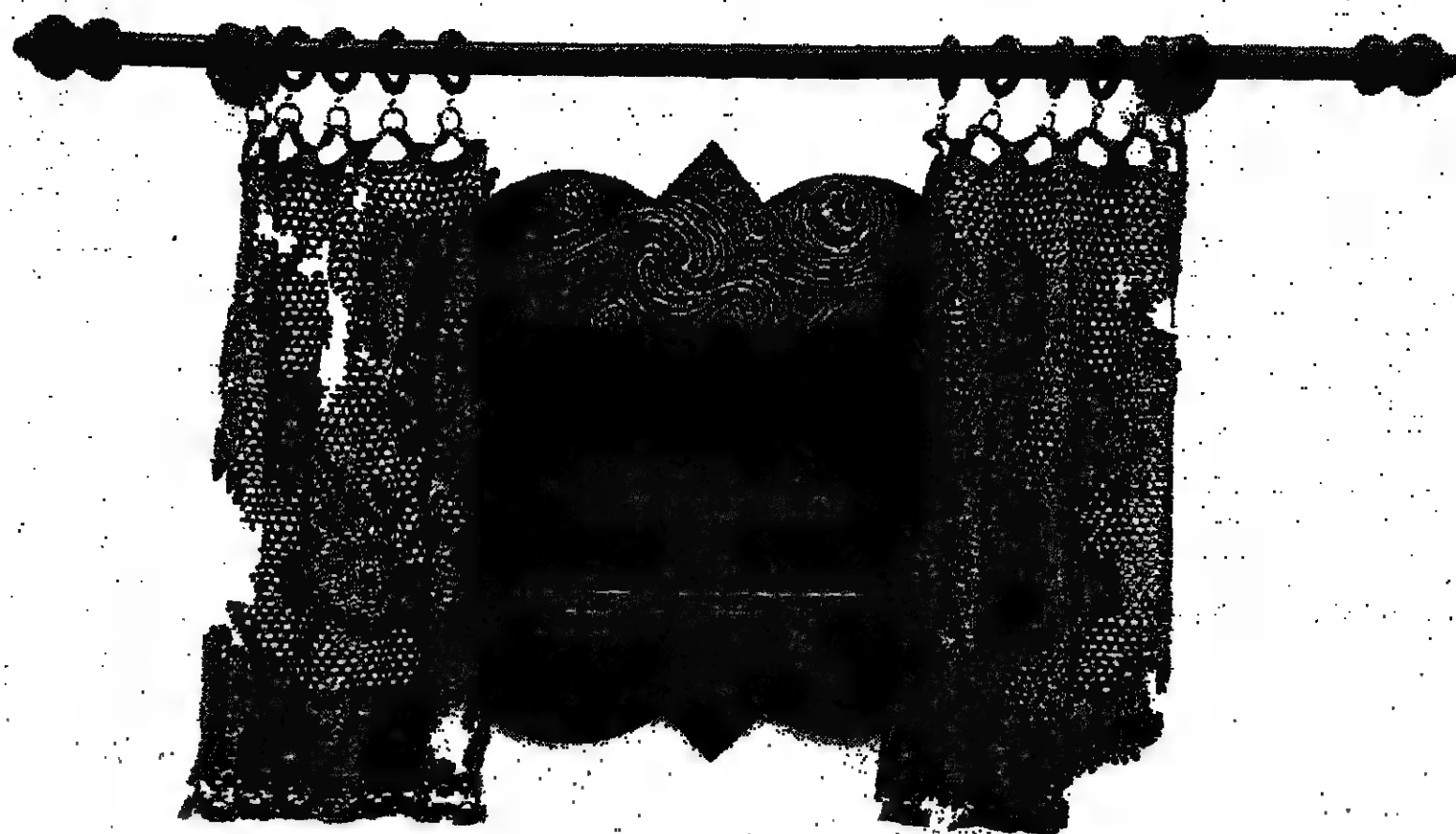
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Tour-de-force of casting: Colin Painter's 'Hierarchies/Templates/Prospects/Uses' currently exhibited at the Burlington New Gallery

## Masters turn to bronze

William Packer welcomes the new foundry at Wimbledon Art School

At a time of year when the students seem to take over with degree shows, it is some considerable relief to find the masters' work exhibited. But *Works*, at the Burlington New Gallery, is something else again. Wimbledon School of Art is one of the few free-standing art schools left in the country independent of any parent polytechnic or so-called university - although its degrees must be awarded by the Surrey University. Still, it prides itself on being virtually unique as a degree-awarding institution in retaining its designation "school"; long may it continue.

Do we find some symptom of that independence of spirit in this present project? Every art school, college or department of fine art must have its sculpture school, which, one would have thought, would enjoy the facility of a foundry. But it is not always so. I remember a foundry of sorts in my time at Wimbledon over 30 years ago, but it was a small affair more for demonstration than regular use.

Several factors have tended to conspire against the foundry, on grounds of both practice and principle. Casting is expensive, in bronze especially so, and any association with the old tradition of modelling from life would have made it seem all the more urgent, not more. Wimbledon stands unregenerate - it has even reintroduced the life-class as standard and is toying with the idea of making its use an absolute requirement once more.

So with the foundry. A proper working foundry has been installed, which will be available not only to the students but, for a fee, to working artists from outside the school. In times when commercial foundries have been badly hit financially and even forced to close, this is an important initiative. To celebrate its inception, the staff of the fine art department and artists associated with the school have been invited to try their hand. Hence the show.

Some 20 artists have taken up the challenge, and all but two have employed the lost-wax process of casting, which is about as traditional as

you can get. The technique was perfected by the Greeks in the days of their glory, and was revived in the Renaissance with equal sophistication.

The artists here stick to the ideas and preoccupations that inform their main work. To return to the figure or an academic image for the sake of the old process would have been arch and inappropriate. But the painters especially seem to have been stimulated by the opportunity and the fresh cast of mind that an unfamiliar medium requires. Michael Ginsborg, for example, with his "Convolute", takes the spring, linear tension of his abstract imagery - so elegant, lyrical and refined in his paintings - and transforms it into something no less elegant, but so much more active, physical and robust in its three-dimensional presence.

For John Mitchell, the shift has not been so great, for his paintings have long been set on the volumes and perspectives of the basic geometric figures - the cone, the cube, the pyramid and the rest - but here again the physical weight of these elements, set now in the

real, utterly transforms the imaginative experience.

Other painters, by contrast, have been somewhat reluctant to leave the safety of the wall in their venture into three-dimensions, but the relief, with its pictorial properties and its sculptural presence, is an authentic and fascinating form that plays both ends, as it were, against the middle. Prunella Clough plays for real, for once, the formal games she has long played so beautifully in her paintings, setting up a plane or field against which more active elements or figures then come and go, elements that might as well be abstract or descriptive - here, as it happens, a cloth that is both at once. And Colin Painter, more obviously theatrical, shows a relief that must have been a tour-de-force of casting, with its lace curtains drawn aside to show, in protruding planes, there is, of course, much else besides.

**Bronze Works:** The Burlington New Gallery, 4 New Burlington St London W1 until July 9

Opera/Richard Fairman

## A desirable 'Manon'

The first sign that something was wrong came when Manon cried out, "I hear the voice of my cousin approaching". The trouble was that she did not. A gaping silence ensued and in the following scene singers found themselves addressing an empty stage where the missing baritone should have been.

The unfortunate singer was Anthony Michaels-Moore, who had collapsed backstage, leaving the opera without one of its three principals. It is the regular practice of opera-houses to dismiss understudies on the morning of the performance if all looks well, but the Royal Opera might consider a new arrangement after this unhappy experience - the only blight on an otherwise fine revival of Massenet's *Manon*.

Everything that was dear to Massenet can be found in *Manon*. The composer had a fondness for beautiful women and beautiful sopranos in particular, which finds its highest form of expression in his portrayal of the Abbé Prévost's siren of femininity, the shallow but dazzling Manon Lescaut. It is intimate was his love for her that the opera seems like a conversation secretly overheard.

At this point the Royal Opera production captures that feeling of perfection. As Manon, Leontina Vaduva is swept away with uncontrollable desire, entwined on the floor of the vestry at St. Sulpice, some of the clergy look on with barely-disguised delight. It is hard to see anybody resisting the charms of Leontina Vaduva's Manon. Sparkling, fragile, singing with sensitivity and unabashed sexual dynamism, she is near ideal for the role.

These days, Vaduva could carry the opera by herself, but she is partnered by a more than worthy Des Grieux. Giuseppe Sabbatini's persona may be uncharismatic (a smile would help) but his singing makes up the lost ground.

He has enough ready tone for the big moments and turns on the poetry for the soft ones: a floated high A in his *Dream* solo melted into the air.

Although Sabbatini's French leaves a lot to be desired, there were signs of schooling among the smaller roles. Robert Lloyd plays the Comte des Grieux with aristocratic paternal authority. Richard Van Allan made a distinguished De Brétigny and Philip Dugan a suitably fussy Guillot, while the three good-time girls of Rosemary Joshua, Yvonne Barclay and Leah-Marian Jones play their parts with zest. After so many spartan productions of late, the old-fashioned sets for this *Manon*, courtesy of Fragonard, look almost lavish. It is amusing, too, to see the

crowd in the Cour-le-Reine buying lottery tickets (a crafty in-house plug for the Royal Opera's case for lottery money?).

Nevertheless, the architect of this was not found on the stage. After a lifetime's championing of Berlioz, Colin Davis showed that this cultivated thrives on the same kind of precision and energy - no sloppy rhythms allowed. It might seem a backhanded compliment to commend Davis as a master of Massenet style, but there are precious few conductors who are. In the first night this *Manon* and passionate complete performance.

Further performances until July 11



Leontina Vaduva and Giuseppe Sabbatini

Concert/David Murray

## A 'Matter' of moment

For the South London "Maiden" jamboree, the dire new Butcher/Pruslin opera last Wednesday night has been a triumph. On Sunday, however, it recovered for a second finish, with the British premiere of Louis Andriessen's massive *De Materie* (Matter), the determinedly public terms of *De Materie*'s magnum opus arrived ideally in the "Maiden" - a non-specialist - accessible in music-theatre, but still uncompromisingly new.

This Dutch *De Materie* has just turned 25. Like many serious, he passed through serialism to something inspired by the example of American minimalists but not much like them. Though his work has enjoyed some currency among British avant-garde circles - where it made itself noticed by its roots in jazz and "street music", its colours and attack, its rigorously formal patterns - it was always caviar to the general. *De Materie* (1984-88) was conceived, however, almost from the start as a large music-theatre piece, and in 1989 it was staged in the Queen

Elizabeth Hall. Its four movements stood up admirably as a symphonic whole, but the Wilson component might have been a bonus; most of the score is big-boned and stark, without chamber music, and visible human detail would have filled out its severest spans. For the "Matter" of its title really invokes the "materiality" of the human spirit - historical, communal and personal; and Andriessen has used human documents both as blueprints for his structures, pre-planned at 25 minutes and as texts.

The first movement begins with the shattering arrival from the orchestra (drill at the top, with dirty marls below, very Andriessen) which prove to evoke ship-building in newly independent, industrial Amsterdam. On the same chords the chorus chants part of the Dutch independence from Spain (1568) and later a *Volkslied* (ship's carpentry tools, after a solo tenor delivers a manifesto by an atomist philosopher of the time. The proportions of the second movement, which sets mystical-erotic words from the Seventh Vision of the poet-

ess Hadewijch, are mathematically derived from the dimensions of Rheims Cathedral. The third - "De Stijl" - a gigantic boogie-woogie fantasy - is mapped upon the dimensions of a Mondrian painting. The fourth and last is an elegiac pavane for a long time nothing but plangent alternating chords, then a lyrical descent on a sonnet by Willem Kloos, and at last Madame Curie's touching messages to her deceased husband.

But the heart of the whole sequence lies in the "Hadewijch" movement, where Andriessen uses a ballad of his own as *cantus firmus* for a serenely beautiful construction: a long chorale for vibrato strings leads to a rapturous soprano solo (here Susan Narucki) with a sweetly incoherent close. That, at least, should compete with Gorecki, Tavener and Arvo Pärt for popularity beyond the "classical" norm. The whole work, nonetheless, has a gritty, imposing integrity that makes it a kind of landmark amid the current wasteland of uncertain experiments. Reinbert de Leeuw conducted the *De Materie* and Schoenberg Ensembles in it to sure effect.

Glasgow Jazz Festival/Garry Booth

## Intrepid impro and talent

Watson and Clark Bley. But Watson is an accomplished arranger - he was musical director of Art Blakey's Jazz Messengers - and is someone who can juggle several projects at once.

Glasgow was chosen enough to host the 29th Street Saxophone Quartet, Horizon and also Watson as featured soloist with the Strathclyde Youth Jazz Orchestra. On top of that Taylor made, a seventeen piece conjunction of 29th Street and Horizon, performed a solo commissioned by the Glasgow Art Council. *Afroisms* - *The Spoken Word*, a series of sweet running movements which reflected the composer's key influences, featured swooning horns and bright toned solo spots from trumpeter Melton Mustafa to baritone saxist Jim

Hartog. Watson, wiry and angular in appearance as in alto technique, maintained momentum with his (apparently) endless and beseeching choruses.

Earlier in the day, a collection of the Fruit Market was being taken away by the live guitar playing of Martin Taylor's Spirit of Django, a return to the group's setting in the *Blue* guitarist. It is impossible for Taylor to be hypnotised by Taylor on Reinhard - his links with the gypsy guitar are strong through a long association with Stephane Grappelli. Accompanied by John Goldie on rhythm guitar and Alec Dankworth on acoustic bass guitar (not a base fiddle as is usual for "Dankworth") and the mellifluous tenor sax of Dave O'Higgins, Taylor's

treatment of classics like "Nuages" and "Minor Swing" is transcendental. Look out for a new album in October on Linn Records.

In the dark of the Ramshorn Kirk a different kind of media exploration was going on. Clarinetist, saxophonist Tony Coe and pianist John Horler are two of our best but most illusive musicians. Putting them together in an hour or two of sparse, gentle invention demonstrates inspired programming. Coe, looking deceptively shambolic in his old cardigan, has a blue, burred sound and an intelligent, sneaky way with the clarinet that hooks you in and won't let go. Horler, missing an E flat on the keyboard, sprinkled gold into improvised standards such as "Blue

That duo's sympathetic instrumentation was a far cry from the bombardment put up by Herbie Hancock's new band at the Royal Concert Hall. Keyboards are a strong feature of the Glasgow Fest with Ahmad Jamal, Horace Silver, Joe Zawinul and Bheki Mseleku all at the ivories in *De Materie*. Hancock, the Watermelon Man, had three playing simultaneously in his highly fanned outfit. Heavily electronic, crushingly persuasive material from *Dis is da drum* sees Hancock returning to pop territory.

The pianist has always had an ear for the deep groove and his times of 30 years back are sampled by today's hip-hopers. Now he plays them at their own game using samples to beef up his own afro-Latin mood of the moment the new numbers take no prisoners, but where Hancock's playing could be disoriented from the rhythm overall, it sparkled still.

## INTERNATIONAL ARTS GUIDE

### AMSTERDAM

Concertgebouw Tonight: Frailton conducts New Sinfonietta Amsterdam in works by Bach/Mahler, Haydn, Schnittke and Mozart.

Tomorrow: Claus Peter Flor conducts Royal Concertgebouw Orchestra in Stravinsky and Brahms.

Thurs: Alexander Lazarov conducts Radio Philharmonic Orchestra in Prokofiev and Stravinsky, with piano soloist Alexander Torozde.

Fri: Yakov Kreizberg conducts Australian Youth Orchestra, with piano soloist Cristina Ortiz.

Sat: Deborah Riedel sings opera arias with North Holland Philharmonic Orchestra.

Next Mon: Jac van Steen conducts Hague Philharmonic Orchestra in Thomas, Henckens and Stravinsky, with piano soloist Garick Ohlsson.

Musiektheater Tomorrow, Fri, Sun afternoon: Christophe Rousset conducts Pierre Audi's production of L'incoronazione di Poppea.

(020-825 5455)

### ATHENS

Yuri Temirkanov conducts St Petersburg Philharmonic Orchestra on Fri and Sat in the opening concerts of a Beethoven cycle at the Odeon of Herodes Atticus.

Michael Schoenwandt conducts Berlin Symphony Orchestra and Radio Chorus on Sun and Mon in Beethoven's Ninth Symphony. Next week's events include extracts from Fidelio and a piano recital by Gerhard Oppitz (01-322 1459/01-322 3111).

EPIDAUROS FESTIVAL The festival of ancient drama in the 1400-seat amphitheatre at Epidaurus hosts performances of Greek classical drama throughout the summer. The next performances are on Sat and Sun: Sophocles' *Antigone* in a production by Bulandra Theatre of Bucharest.

Tickets are available daily at the Athens Festival box office (01-322 1459) or at Epidaurus on Fri, Sat and Sun (0753-22008).

BARCELONA Edita Gruberova and Alfredo Kraus sing in Lucia di Lammermoor tomorrow and Sun at the 16,000-seat Palau Sant Jordi sports stadium (318 9122).

CHICAGO RAVINIA FESTIVAL Lynn Harrell gives a cello recital tonight. Placido Domingo conducts the Chicago Symphony Orchestra tomorrow, with violin soloist Sarah Chang, and also sings in a gala concert on Fri. David Sanborn is guest artist on Sat, and Shura Cherkassky gives a piano recital next Mon. The festival runs till August 28. To order tickets by phone, call 312-461-1111. Outside the metropolitan Chicago area, call 1-800-433-8819. Tickets can be ordered by fax 24 hours a day: 708-433 4522.

COPENHAGEN Twofold Tonight: piano recital by Lovo Pogorelich. Tomorrow, Thurs, Fri, Sat: Schubert piano festival.

Yakov Kreizberg conducts Australian Youth Orchestra, with violin soloist Cho-Liang Lin (3315 1012).

LONDON THEATRE The Seagull: Judi Dench plays Arkadina in Pam Gems' new version of Chekhov's play about disappointed aspirations. John Caird directs. Now previewing, opens in the Olivier on Thurs (National 071-928 2252).

The Company Wife: Jeremy Northern takes the leading role in this RSC production of William Wycherley's Restoration comedy, directed by Max Stafford-Clark.

Now in previews, opens in The Pit next Tues (Barbican 071-638 8891).

She Loves Me: West End transfer for Scott Ellis' Broadway revival of the 1963 Masteroff, Bock and Harnick musical. Now in previews, opens next Tues (Savoy 071-836 8893).

The Cryptogram: David Mamet's new play about the relationship between a woman, her child and

a male visitor. Eddie Izzard makes his serious acting debut alongside Lindsay Duncan (Ambassadors 071-836 6111).

MUSIC/DANCE Covent Garden The Royal Opera Manon, conducted by Colin Davis with cast headed by Leontina Vaduva and Giuseppe Sabbatini (till July 21). Aida with Nina Rautava, Julia Varady (till July 22), and La fanciulla del West opening next Mon with Gwyneth Jones (071-240 1068).

Barbican Tonight: Mariss Jansons conducts LSO in Brahms and Wagner, with violin soloist Midori. Fri: Dirk Joeres conducts Westdeutsche Sinfonia, with piano soloist Artur Pizarro. Sat and Sun: Ute Lemper sings numbers made famous by Piaf and Dietrich (071-638 8811).

Royal Festival Hall July 11-24: JVC Jazz Parade, featuring Natalie Cole, Al Jarreau, Dee Dee Bridgewater, Nina Simone, B.B. King and others (071-928 8800).

MILAN Teatro alla Scala Tonight, Thurs, Sat, next Tues: Wolfgang Sawallisch conducts the *Don Giovanni* production of Mozart's *Entführung*, with changing casts including Mariella Devia, Barbara Kilduff, Kurt Streit and Kurt Moll. Next Mon: first of five performances of Natalia Makarova's production of La Bayadere (02-7200 3744).

MUNICH Gastspiel Tonight, Thurs: Georg Solti conducts Bavarian Radio Symphony Orchestra and Chorus in Verdi's Requiem, with Cheryl Studer,

Marjans Lipovsek, Vincenzo La Scala and Samuel Ramey. Fri, Sun, next Mon: Zubin Mehta conducts Munich Philharmonic Orchestra in Mozart programme, with violin soloist David Garrett (089-4809 8614).

Staatsoper Tomorrow: Munich Opera Festival opens with a new production of Tannhauser, conducted by Zubin Mehta and staged by David Alden, with cast headed by René Kollo, Bernd Weild, Nadine Smetana and Waltraud Meier (repeated July 9, 14, 18). Thurs, Sun: Lady Macbeth of Mtsensk with Hildegard Behrens. Fri, next Mon: La forza del destino with Sharon Sweet, Peter Dvorsky and Vladimir Chernov. The opera festival runs till July 31 (089-221316).

ROME Villa Medici Tonight, tomorrow, Thurs: Emmanuelle Haïm directs Centre de Musique Baroque de Versailles in a Rameau programme, with tenor Howard Crook. Fri: Hélène Mercier plays piano music by Ravel (tickets 06-361 2881/06-372 0216/06-291 0355 information 06-4890 4029).

Museo degli strumenti musicali Tonight, tomorrow: Oded Nahirin and Batshava Dance Company. Fri: Compagnia Virgilio Sisti, Sun, Mon, Tues: Bill T. Jones/Arnie Zane Dance Company (06-361 2682/06-372 0216/06-291 0355).

STOCKHOLM Drottningholm Tomorrow, Fri, Sun, next Tues and Thurs: Nicholas McGegan conducts Ivo Cramer's production of Handel's Orlando

Paladino. The season runs till Sep 10 (08-680 8225).

TURIN Teatro Regio An international dance festival opens tonight with the first of three Lyon Opera Ballet performances of Maguy Marin's production of Coppelia.

Next week: Frankfurt Ballet. The festival runs till July 24 (011-881 5214).

VERONA The Arena season opens on Fri with Bellini's Norma starring Elizabeth Connell and Chris Merritt. This is followed by Otello on Sat with cast headed by Vladimir Atlantov and Daniela Dessi, and La bohème on Sun. The season also includes Aida and Nabucco (045-596517).

WASHINGTON The main summer show at the Kennedy Center is Miss Saigon, the musical love story set during the Vietnam war. Daily except Mon (202-467 4600).

Earth Wind and Fire can be heard in concert tonight at Wolf Trap, followed by Les Grand Ballets Canadiens in choreographies by Balanchine and Kudekka on Fri and Sat, and a gala with José Carreras and Marilyn Horne (till Mon (703-255 1880).

Source Theatre Company presents the Washington Theatre Festival from July 7 to Aug 7. More than 60 new plays will be produced at various venues around the city (202-462 1073).

### ARTS GUIDE

Monday: Performing guide city by city. Tuesday: Performing guide city by city. Wednesday: Festivals guide. Thursday: Festivals guide. Friday: Exhibitions Guide.

European Cable and Satellite Business TV (Central European Time)

MONDAY TO FRIDAY NBC/Supers Channel: FT Business Today 1330; FT Business Tonight 1730, 2230

MONDAY NBC/Supers Channel: an Reports 1230. 10 p.m.

TUESDAY EuroNews: FT 1315, 1545, 181

WEDNESDAY NBC/Supers Channel: a Reports 1230. check. A hadl

FRIDAY NBC/Supers Channel: a Reports 1230. check. A hadl

SUNDAY NBC/Supers Channel: a Reports 1230. check. A hadl

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## FINANCIAL TIMES

Number One Southwark Bridge, London SE1 9HL  
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Tuesday July 5 1994

## The wages of inequality

Since the 1970s, there has been a large increase in the inequality of male earnings in the UK. This experience has paralleled that of the US and, to an extent, Canada, but not that of continental Europe. A big component of the future political battle, both within and between the parties, concerns how best to respond.

According to a report on wage inequality published last week by the London-based Institute for Fiscal Studies, the ratio of the earnings of men in the ninetieth percentile of the distribution to those in the tenth (a percentile being a hundredth of the total number, ranked by earnings) in the early 1970s was 2.48 to one. By the late 1980s, this ratio had risen to 3.29 to one. While much more unequal than in Sweden or Norway, this distribution was still roughly the same as in France and far more equal than in the US, where the ratio was 5.58 to one.

The increase in male earnings inequality is only part of the story. There has also been a huge decline in the number of men in employment, from 14.1m in 1970 to 10.8m at the end of last year. Meanwhile, female employment, much of it part-time, has risen over the same period from 8.5m to 10.6m. This shift in the sex-composition of the employed labour force is associated with the inexorable decline in the number of those employed in manufacturing, from 39 per cent of the workforce in 1969 to 23 per cent in 1990.

In the UK, therefore, the decline in the demand for relatively unskilled male labour has shown itself in an increase in earnings inequality and a decline in employment. But, as the Secretary of State for Social Security, Mr Peter Lilley, has also noted, the increase in the number of single-parent households, is not independent of the declining prospects for male workers. It should not be too difficult to accept that this pattern - unattached males, on the one hand, and lone-parent families with inadequate income, on the other - is socially undesirable.

### More training

What is to be done? The standard call is for more training. But this is far from a simple task. According to the IFS, even the most successful training from education have risen over

time and across generations, much of the rise in inequality has been driven by increases in inequality among those with apparently similar education and experience. Furthermore, it takes a long time to make large changes in the distribution of skills across a population.

This leaves a mixture of carrots and sticks. One essential measure is to eliminate the taxation of low wage jobs. Changes in national insurance contributions have gone some way towards this, but not yet far enough. Similarly, raising thresholds for income tax is a better way to encourage people into work than the 20 per cent tax band unfortunately introduced by Mr Norman Lamont.

### Improved incentives

The abolition of all benefits would, no doubt, reduce unemployment, but it would also increase earnings inequality. What is needed, instead, is to make the benefit system more job-promoting. Mr Kenneth Clarke has, in fact, raised expectations that in the November budget together with rules for the unemployed might be accompanied by improved incentives for people to take low paid jobs. The probable route would be an extension of family credit.

At present, that credit encourages some family arrangements over others and provides no help to children. The social security system also discourages the spouses of unemployed people from taking work. What is needed is to provide an incentive to all adult individuals to seek work. To do this, family credit should be a more generalised earned income credit. In the context of such a policy, the Labour party's beloved minimum wage might become defensible.

Any reform to promote employment and raise family incomes of the poor will be costly to the Budget, though the more successful the attempt to encourage people into work the less that cost will be. But a small proportion of the large increases in income that have accrued to the better-off majority could be usefully spent in this way. There are ways forward. What is needed now is not more tinkering, but systematic development of a more job-promoting tax and benefit system.

## Berlusconi's grip tightens

Silvio Berlusconi, as he prepares to host the summit in Naples later this week, still benefits politically from an aura of novelty. But the euphoria in business circles which greeted his election victory in March is beginning to wear off. The markets are waiting with some anxiety to see how Mr Berlusconi, who in his election campaign rasped promising tax cuts, will deal with Italy's crippling burden of public debt.

The government's first official planning document on economic and financial policy is due next week. Meanwhile, it continues to give out signals that it is internally divided, and that its members are more concerned with maximising and perpetuating their political power than with taking the kind of economic decisions the markets are looking for. The Northern League, one of the three main coalition parties, is now on almost as bad terms with Forza Italia as it has been all along with the rightwing National Alliance, and Mr Berlusconi's lieutenants have been threatening it with new general elections.

Two things the government was able to agree on last week seem likely to make things worse rather than better. First, it sought to give itself power to reject the accounts and fire the board of the state broadcasting organisation, RAI; then it asserted its right to control appointments to the directorate of the Bank of Italy. Ironically the latter statement was issued by Mr Berlusconi's office just as the government spokesman, Giuliano Ferrara, was assuring the Financial Times that the two bodies were entirely different and that the government would make no attempt to influence the choice of a successor to Lamberto Dini, the treasury minister, in his previous job as the bank's director-general.

### Special position

The two bodies are indeed different, but not quite in the way Mr Ferrara thought. The government is right in saying that top officials even in some of the world's most famously independent central banks, such as the Bundesbank and the US Federal Reserve, are appointed by the executive. But the Bank of Italy is in a very special position as the one Italian state institution which, alongside

With Bernard Tapie, Gaul is again divided into three. To some French - and their number can be judged by the 2.5m who voted for his Radical Movement candidates in the European elections - he is a Robin Hood figure who defends the poor. To others, he is a scoundrel who deserves "the 182 police inspectors and seven investigating magistrates" whom he claims are hounding him for alleged tax evasion, fraud, misuse of corporate funds and football bribery.

And there is a third category of spectators, the largest of all, who just chuckle at his latest brush with the law. On Wednesday last week Mr Tapie was dragged out of bed at dawn by police to be taken before a magistrate who put him under formal investigation for tax evasion and fraud. Clearly, matters are becoming serious for Mr Tapie. But the saga so far retains a Tom and Jerry quality, in which the mouse bites back and has still not been finally scared.

Mr Tapie greeted police at dawn last week with a string of oaths, which earned him an extra charge of "insulting representatives of the law". Later in the day he left the magistrate's office, though without his passport, which had been impounded to prevent him leaving the country. A month earlier, there had been another piquant episode. In the middle of the night, Mr Tapie spirited some of his 18th-century furniture and works of art into a suburban Paris warehouse, pursued by private detectives in the employ of his creditor, Crédit Lyonnais, which claims Mr Tapie's valuable chattels as security for the FF1.2bn he owes the bank.

But the Tapie affair raises two wider issues. First, it reinforces the impression of France as a land of corruption. The suspicion has been fostered by allegations of improprieties in the financing of political parties and of political interference in business companies and utilities. "France does not seem like Italy," says Mr Antoine Gaudino, a former financial police investigator in Marseille, "but only because French magistrates have not generally been given the same independence to pursue corruption that their Italian counterparts have had in recent years." Yet yesterday saw evidence of increased activity by the fraud police, who detained for questioning Mr Pierre Suard, president of Alcatel-Alsthom, the electrical engineering group.

Second, Mr Tapie's success in winning for his populist, left-wing movement 12 per cent of the European vote and 13 Euro-seats in last month's European Parliament election has destabilised the left, just as Mr Jean-Marie Le Pen's National Front threatened to do on the right. Conspiracy theorists see in these developments the hand of President François Mitterrand, who introduced proportional voting in 1986 and gave Mr Le Pen his big electoral breakthrough, and who, in his 1991 campaign, reserved his praise for Mr Tapie rather than Mr Michel Rocard, the Socialist leader. Mr Rocard was ousted as party leader after gaining only 14.5 per cent of the Euro-vote.

This leaves the Socialists in a quandary about how and whether to effect a rapprochement with Mr Tapie and the Radical (MRG) party. Until Mr Tapie joined the MRG last year and effectively took it over, it was an obedient ally of the Socialists. In last Tuesday's National Assembly vote to lift Mr Tapie's parliamentary immunity on charges of tax evasion and fraud, the Socialists chose to abstain rather than confront the man whose young and working class following they desperately need to regain.

But the Socialists face stiff competition from Mr Tapie's populism, which is not wholly without principle. He is widely admired for his strong opposition to the far-right National Front. Apart from that, however, he gives the impression of opportunism. Last Tuesday, for instance, to distract fellow-deputies

## David Buchan says investigations into Bernard Tapie's business affairs raise questions about corruption in France Robin Hood or just a hoodlum

before he voted to lift his immunity, Mr Tapie tabled a bill to make youth unemployment illegal.

During the debate on his immunity, Mr Tapie raised the political stakes as high as he could, warning deputies they might provoke a backlash among "his" 2.5m voters if they supported the authorities' "lynching" of him. The conservative government says it is just letting the judicial and tax investigations run their course.

It is, however, striking that these investigations have accelerated since March 1993 when the Socialists and Mr Tapie lost power. In 1992 Mr Tapie became minister for cities in the Bérégovoy government, resigned because of a row over his alleged short-changing of a business partner in importing electronic equipment, but got his ministry back on Christmas Eve of that year. As striking has been the widespread leaking to the press of magisterial, police and tax reports on Mr Tapie.

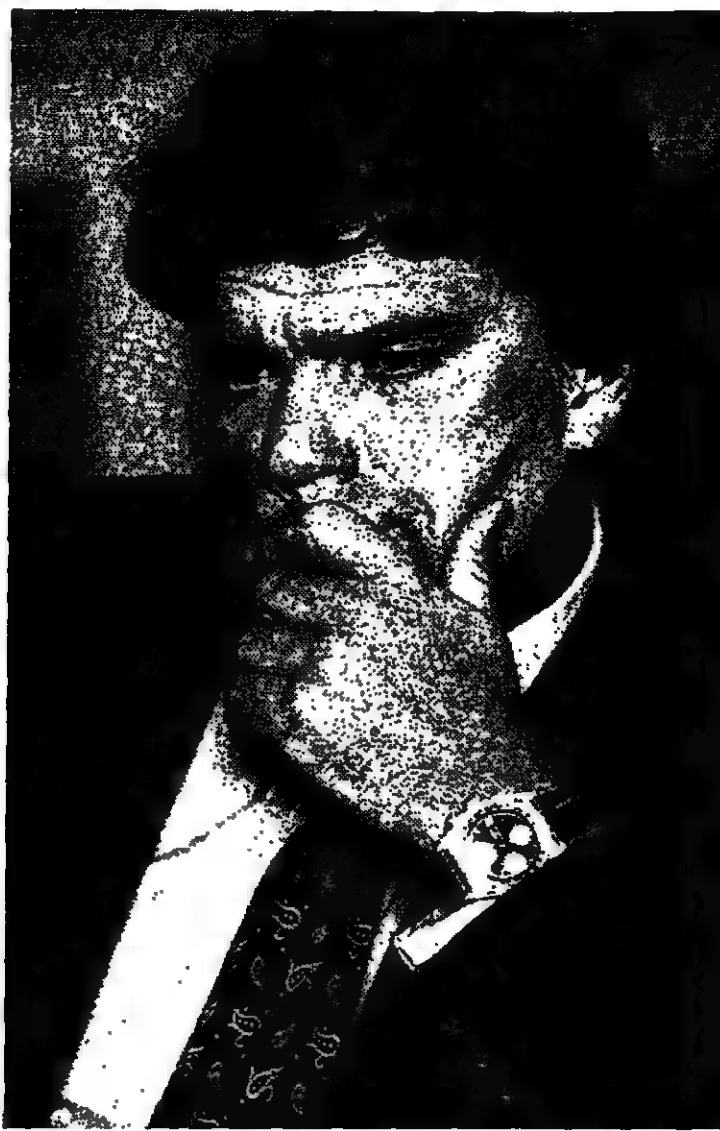
But some cases against Mr Tapie have been initiated by disgruntled managers of his companies. One involves Testut, a small weighing-machine maker, whose manager filed charges against Mr Tapie for using Testut to get out of debts contracted by another Tapie company, Trayvon, and to fund a fellow MRG politician's campaign. Mr Tapie has not fulfilled his early promise of the 1970s as a white knight galloping to the rescue of stricken firms.

According to Mr Christophe Bouchet, who has written a business biography of the man, the way Mr Tapie typically worked was to target family companies in difficulty, often run by heirs not up to the standard of the founders but anxious to save the family honour. Usually, such companies would have relatively little professional debt, or whose repayment the tax and social security administrations would have first call, but often substantial commercial debt which Mr Tapie would then buy at a big discount.

The final rule was to sell the companies as quickly as possible. Some relatively quick sales produced relatively good book profits - from the Look ski wear company (held for six years), FF470m from the Wonder battery company (held for five years), FF280m from Adidas, the sports goods manufacturer (held for three years).

But Mr Bouchet notes, the longer Mr Tapie held on to companies, the worse they have done. This is the case with companies such as Testut (Bought in 1989, Testut (1983), and Trayvon (1983). All three are curiously (given Mr Tapie's problems with the "lady of justice" symbolised by a pair of scales) in the weighing machine business. All are, also, still on Mr Tapie's hands, as is La Vie Claire, a chain of diet shops bought in 1980. Ironically, in view of Mr Tapie's latest plan to outlaw youth unemployment, all have shed jobs over the years. The Trayvon workforce, for instance, has shrunk from 900 to 30 in its 12 years under Mr Tapie.

It is, of course, equally true that the worse these companies have done, the longer Mr Tapie has held on to them. He is a man who, like the UK food distribution group in buying a stake in 1986 in La Vie Claire, but ended up in 1989 having to buy back all the shares. He actually got Mr Pierre Botton, the son-in-law of the mayor of Lyons, to buy La Vie Claire, but took it back again in 1992 when Mr Botton complained of being misled



Bernard Tapie: the businessman-politician is trapped in a legal labyrinth

about the company's true debt.

After the sale of Adidas in 1993, Mr Tapie withdrew his holding company, Bernard Tapie Finance (BTF) from the Paris bourse, and the separately quoted Testut and Trayvon were withdrawn from the Paris and Lyons Bourses. BTF is 63 per cent owned by Groupe Bernard Tapie (GBT). This last company, and Financière et Immobilière Bernard Tapie (FIBIT), a property company that owns his houses in Paris and Marrakesh and his

boats by police and a Lyons accountancy firm.

To get to the top, O-M needed the players, and to afford them the allegedly resorted to a variety of ruses including "fictitious loans" of being paid a salary which would have the inconvenience of attracting income tax and social security charges, players were given "loans" which, at the end of their contracts, were then forgiven. More sensational, however, was the allegation that, just before their victory over Milan, O-M officials offered money to players for Valenciennes, a northern French team, "not to play too hard" against O-M.

A cache of FF350,000 was later found in the garden of the parents of a Valenciennes player. The case is still under investigation. O-M is said to have large debts, including tax and social security arrears, and is staggering on under judicial supervision. Meanwhile, the French football authorities have demoted the club to the second division and banned Mr Tapie from holding any post in soccer once he has found a buyer for his controlling stake in O-M.

Until this year, Mr Tapie had the good fortune to have a loyal bank, the Crédit Lyonnais, the large bank which Mr Jean-Yves Haberer, who has just become the club's president, had bought. But Mr Tapie's links with SDBO predated the 1988 arrival at Crédit Lyonnais of Mr Haberer, who, however, seemed happy to ignore a relationship of which his Socialist poli-

tical masters evidently approved.

As late as 1992 SDBO lent FF80m to ACT, the company set up by Mr Tapie to manage his four-masted yacht, the Phoca, as a commercial enterprise. The allegation that some FF150m of this loan actually went to other parts of the Tapie empire, including FF15m to increase Mr Tapie's capital in O-M, constitutes one of the two cases opened against Mr Tapie so melodramatically last week. The other allegation, leaked in its entirety to the French press, is that Mr Tapie underbilled ACT for his personal use of the Phoca, and used its deficits to underpay income tax by FF12.4m in 1988-91.

Last year's replacement of Mr Haberer by Mr Jean Peyrelevade at the top of Crédit Lyonnais spelled trouble for Mr Tapie, though this was not immediately evident. In March, Mr Peyrelevade agreed an agreement with Mr Tapie, cutting him off from further credit but giving him five years to pay off his FF1.2bn debt to SDBO. One of the conditions was that Mr Tapie furnish a detailed valuation of his furniture and paintings, which SDBO had earlier loosely agreed would be security for its loans. Crédit Lyonnais says the "friendly" agreement in March was vital to tightening its mortgage on the furnishings.

In the event, Crédit Lyonnais claimed it did not get the valuation, got police help to seize forcibly Mr Tapie's house in May in its own valuation and has failed to sell in some of its loans. However, Mr Tapie claims that he has honoured the March agreement by supplying a valuation. The dispute awaits resolution in court in the autumn.

So far, media attention has been focused on Mr Tapie, and on how or whether he will get out of the legal labyrinth into which he is now plunged. But the broader question is one posed by Mr Gaudino, the former police investigator in Marseille, will French magistrates, as galvanised into action by Mr Tapie, tackle other forms and degrees of corruption?

Mr Gaudino's case is instructive. In 1988 he uncovered the Socialist party's system of financing itself through the Urban network of "bureaux d'études", socialist politicians throughout the country asked companies seeking public contracts to pay a commission to Urban offices, which were supposed to evaluate the bids but in fact simply paid the commissions into the party's central coffers in Paris. Mr Henri Emmanuelli, who has just become the Socialist party's leader but who in the late 1980s was its treasurer, is still under investigation for his role in the Urban network.

Following his investigative diligence, Mr Gaudino was struck off the police roster, to which he was formally reinstated last year by the new conservative government. But, like many other professional investigators, Mr Gaudino is convinced that "corruption exists on the right, except that it is more atomised, right-wing politicians usually in cash, for themselves and a bit for their party".

One of the magistrates who investigated Mr Emmanuelli over Urban is now trying to trace an allegation that a commission paid by Font-Mousson, a pipe-making firm, to win a contract in Nantes may have ended up in the pocket of Mr Longuet, industry minister and Republican party president. Mr Longuet has denied any knowledge of the commission.

Decentralisation over the past 10 years, and granting greater powers to French regions, departments and communes to award public contracts, has certainly increased the potential for corruption. French elections, particularly at the presidential level, remain very expensive in European terms.

If the problem is indeed general, nothing would do more to prove Mr Tapie's charge of hypocrisy against the French establishment than selective pursuit of him.

[1] Tapie: L'homme d'affaires. Christophe Bouchet, du Seuil

## Bike worse than his bark

Björn Wöhrath's claim to have his finger on the pulse of Sweden's investor community looked a little less than convincing yesterday, when the first issue of government stock - a SKR6.5m of 7-year and 15-year bonds - to be auctioned since his announcement of a bond boycott by Skandia, was 100 per cent subscribed.

What was not Wöhrath's in Stockholm was not Wöhrath's anxiety about the state of the public finances, but his bald assertion that there was a risk that state debt might not be paid back. "Wöhrath is out on his bicycle," was the inventive suggestion of an angry official. That won't bother him - Wöhrath loves controversy.

Last November, he played a very public part in knitting Pehr Gyllenhammar, as the former Volvo boss was desperately fighting to keep the merger with Renault - and his job - on the road. As Volvo shareholders, including Skandia, began giving the thumbs down to the merger, Wöhrath and a colleague wrote a devastating critique of the merger plan in Sweden's top-selling quality newspaper.

Cynics of Swedish corporate pond-life suggested Wöhrath was setting an old score, as Gyllenhammar, himself a former

Skandia chief executive, had been less than supportive when Wöhrath was battling against a joint takeover attempt by Norway's Uni Storebrand and Denmark's Bafnia. Wöhrath won that battle, thanks to Skandia's strange share structure, obstructing any shareholder from exercising more than one vote.

But though Uni and Bafnia were seen off - and broken in the process - Skandia's remaining institutional shareholders have since forced the adoption of a more regular system, as the price for stumping up for a share issue earlier this year.

Even Björn Wöhrath needs friends some times.

### Shaggy but true

And now, a variant on the man-bites-dog theme. A dog in Poland has - accidentally, presumably - shot its owner in the back as he left his gun unattended while setting up a target. Surgeons removed five dozen pellets from the man, who is recovering in hospital.

The dog is now taking a course in - barkeepship.

### Home at last

Another gamekeeper savours the delights of poaching. Word is that the ubiquitous John Wrigley, the media-friendly housing analyst at

## OBSERVER



"The job's yours if you can guess how little it pays"

join one of Britain's largest building societies, the Bradford & Bingley, to hunt for suitable mergers and plan its strategy.

Though Wrigleyworth's knowledge of the sector is encyclopaedic, he may have to fine-tune some of his more forthright views. After all, the B & B is the largest society to act as an independent financial adviser and only last year Wrigleyworth was dismissing IPA status as an inferior option for a society. Much to be a sexy "bancassurer" and devise your own financial services products, or link with a single life insurance company, opted Wrigleyworth.

The Yorkshire building society is proud of its independent status, and young Wrigleyworth may have to swallow his words if he wants a seat on the board. He won't be the first ex-stockbroker analyst to do so.

### Snakes 'n' ladders

KPMG Career Consultancy Services is holding a career management day today, where some of its most little gadgets will be on display. When the firm goes along to see prospective clients these days, it whips out its collection of brain teasers, or mind twisters as they are known in the US.

The puzzles include a "three card trick", "clip the queen", the "stubborn pencil", and a miniature treasure chest from which you must extract a playing card without breaking the seal.

"It's a marketing tool with a psychological edge, which is designed to show the creativity of the KPMG approach," says a staffer. Given some of the twisted minds populating the marketing world, mind twisters seem an entirely appropriate way of getting a foot in the door.

### Exit North

If there is a bull market in finance directors, then Richard North, Burton's 44-year-old bean

counter, must be one of the hottest properties. In the three years that he has been there, he has overseen three bank refinancings, two rights issues, sold Harvey Nichols, slashed costs and restored the group's integrity in the City.

However, it's time to move on to bigger things. Wellcome, BOC, Prudential and Argill are just a few of the big names looking for a finance director at the moment.

The Wellcome job sounds the most challenging. But North is an ambitious sort and might have even bigger ideas.

### Was-been

The wonders of the word-processor spell-check. A hack on The Independent newspaper ran a computer spell-check on a memo from the newspaper's soon-to-step-down founder-editor Andrew Whitman Smith, signed as usual "AWS". It suggested: "AWS does not exist. WAS."

### Claw war

And thanks to the UK Press Gazette for this acid view of the current newspaper price war: "The joke doing the rounds at The Telegraph as The Times dropped its price to 10p was that The Thunderer was now cheaper than cat litter but not as absorbing."



## Trade curbs will backfire, says Chinese foreign minister Beijing warns EU over quotas

By Michael Lindemann in Bonn  
and Guy de Jongh in London

China condemned recent quotas imposed by the European Union on its exports of products including toys and silk and warned yesterday that the curbs would ultimately backfire.

Mr Wu Jianmin, spokesman for the Chinese foreign ministry, speaking in Germany, said the EU restrictions did not send the right signals to China, which expects to import goods worth \$1,000bn between now and 2000.

"If you want China to import more from Europe, then you should make it possible for China to export more to Europe," Mr Wu said. "But if you introduce import quotas you will suffer ultimately."

Trade between Germany and China totalled \$10bn in 1993 and rose 41 per cent in volume in the

"first quarter of this year, Mr Wu said.

He was speaking after Mr Li Peng, the Chinese prime minister, had begun a week-long trip to Germany to foster diplomatic relations. His delegation is planning to sign contracts worth \$1bn and letters of intent worth another \$2.5bn.

Chancellor Helmut Kohl said Germany would use its presidency of the European Union to improve trade between the EU and China. He vowed to press for China's readmission to the General Agreement on Tariffs and Trade (GATT) and earned Mr Li's "special thanks" for German efforts to "further lower or totally remove" restrictions on high-technology exports to China.

The EU quotas, covering five categories of Chinese exports, have been criticised by many European importers since they

hastily imposed this year. The British government is challenging restrictions on toys in the European Court of Justice after failing to block them in the Council of Ministers.

The curbs were imposed as part of a package deal designed to persuade EU members to agree to abandon national quotas on about 6,500 other products that were preventing free movement of goods in the single market.

Chief executives from 30 leading state-owned enterprises are accompanying the Chinese premier on his visit to Germany, where the delegation will conduct negotiations on a variety of steel, chemical and transport projects.

In the first of many ceremonies this week, the electronics company Siemens closed a deal for a coal-fired power station to be built by a joint venture in which Siemens has a 49 per cent

stake worth around DM500m. Siemens, which will bring its tally to 18 joint ventures in China after signing agreements this week, said there were letters of intent for more power stations, steel rolling mills and digital telephone exchanges.

Asea Brown Boveri, the Swiss-Swedish engineering group, is expected today to announce several power station deals.

Mr Horst Heltsch, a senior executive at BAW and former top adviser to Chancellor Kohl, also said a Sino-German group was working on several transport projects to be built between 1995 and 2010 including a 600km railway line in northeast China and an airport in Shanghai.

Mr Li also said tenders would be issued to build the world's biggest hydro-electric dam on the Yangtze river. Preliminary work has begun on the project, which is forecast to cost about \$10m.

## Swedish minister attacks critics as SKr6.5bn issue is twice subscribed

By Hugh Carnegie in Stockholm  
and Graham Rowley in London

Mrs Anne Wibble, Sweden's finance minister, yesterday warmly welcomed heavy investor interest in a big new state bond issue and hit back strongly at critics of the government's fiscal policies.

"The reaction to the national bond issue today was very satisfactory," she declared.

"This government has done much more than was expected to cut public spending and much more than has ever been done before in Sweden."

She was speaking after the National Debt Office announced that a heavily anticipated auction of 7-year and 15-year bonds worth SKr6.5bn (\$851m) had been more than twice subscribed, with strong overseas interest.

The yield on the 7-year bonds was 10.61 per cent and the yield on the 15-year bonds was 11.05

per cent. News of the auction's success knocked long-term interest rates back below 10 per cent and halted a slide on the Stockholm stock exchange.

There had been worries that the auction would not be fully taken up following the announcement last week by Skandia, the Swedish insurance group, that it was boycotting government bonds in protest at Sweden's record budget deficit and fast-rising debt. Gross government debt is set to rise to 83 per cent of GDP this year.

Mrs Wibble said Mr Björn Wahlström, Skandia's chief executive, was not "as well informed as he should have been" in criticising the right-centre coalition government for not taking the state of the public finances seriously enough.

"I don't think I have opened my mouth in the last couple of years without addressing the problem of the budget situation,"

she told the Financial Times. She said the budget deficit in the just-completed 1993-94 July-June budget year was slightly less than the previously anticipated 13 per cent of GDP.

It was expected to fall to 9.5 per cent in the current budget year. The aim was to reduce this to within the 3 per cent target set under terms of the European Union's plans for a European monetary union by 1998.

"This will be done mostly by reducing expenditure," Mrs Wibble said. "The scale of our medium-term programme is something that has not been seen before. But the government is very firm in its policy to reduce expenditure and thus the deficit," she said.

She said the government has already cut SKr90m in expenditure - equivalent to 6 per cent of GDP - in its three years in office and planned a further SKr60m over the next four years if it won

the general election in September.

Mrs Wibble blamed high interest rates - long-term rates are three points ahead of German rates - on uncertainty ahead of the election. She called on the opposition Social Democrats, who hold a firm lead in the opinion polls, to outline a clear budget reduction programme.

Mr Göran Persson, the Social Democratic economy spokesman, said the success of the bond auction was due only to the high rate of interest on offer.

Analysts were sceptical last night about how long the rally would last.

Mr Theo Hillen, investment director at Lombard Odier in London, said: "The problems with the public finances remain and we could be faced with another crisis if investors decide to take their profits and run."

International bonds, Page 26

### THE LEX COLUMN

## Plastic surgery

FT-SE Index: 2970.4 (+34.0)

ICI has developed a taste for floating off unwanted assets. Unlike the demerger of Zeneca, though, its decision to make a graceful exit from PVC is no surprise. The joint venture with Endchem never looked like a permanent solution. By transferring manufacturing assets into what was originally a marketing alliance three years ago, the partners paved the way for eventual sale. One can only assume that the recent recovery in plastics prices has improved PVC's operating performance to the point where it can stand alone.

Without a prospectus it is impossible to put a value on the business. The only clues to PVC's trading performance are buried in the associates' line of ICI's results, and even these are muddled by transfer pricing. The state of the balance sheet can only be guessed at. Comparable US companies - such as Geon, the PVC specialist, floated by its parent last year - are valued at a modest discount to annual turnover. If PVC can convince investors of its determination to cut costs and raise margins towards the US norm, a valuation of over £500m might therefore be achievable. Investors should welcome the chance to own a specialist company rather than the chemicals conglomerates which dominate the European scene.

If such figures prove to be correct, the exercise will leave ICI with more to do than debt. How it plans to flex this financial muscle remains unclear. Investment projects such as building new plant in Asia are laudable but will barely dent free cash flow in the interim. Having resisted the temptation to sell out at the very bottom of the economic cycle, ICI must avoid reinvesting near the top.

### S&N

The market took a curious grudging view of yesterday's results from Scottish & Newcastle. If there was a reason for marking the shares down by nearly 1 per cent it was probably the 11 per cent fall in brewing profits. But if that was the worry, it was scarcely logical to mark up B&S by a similar amount. The weak beer market is a problem for everybody. A more plausible explanation is that Scottish has outperformed the sector recently on the back of its purchase of Chief & Brewer. Having presumed that the deal would be made to work, investors were unlikely to be excited by news that everything is going according to plan.

### Building materials

Yesterday's sharp rise in many building material companies' share prices rests on rather flimsy foundations. The 15 per cent real increase in sales in May on a year-on-year basis, as recorded by the Builders Merchants Federation, is certainly good news. But the share price responses - Carradon up over 2 per cent, Redland and RMC up more than 3 per cent, and Wolsley and Elms Circle rising over 4 per cent - look overdone.

Drawing conclusions about the future from monthly figures is always risky. It is doubly so when the indicator is a lagging one, as is the case with sales through building merchants. These reflect construction decisions

made earlier in the year, principally by house-builders. The snag is that though the housing market started the year in fine fettle, the recovery has recently seemed to falter. Some of the market weakness is undoubtedly seasonal. Housing market activity and prices may perk up again in the autumn. But that remains to be seen.

In the meantime, an important determinant of building material companies' share prices will be interest rate prospects. The best news for the housing market would be if long-term rates fell, bringing down those fixed-rate mortgages in their trail. That could follow today's meeting of the Fed Open Market Committee and the G7 summit later this week. But it would be rash to count on it.

### Qantas/BA

The Australian government's decision to privatise Qantas early next year could be finely timed. There is an international appetite for airline shares at present which will be given added edge by only 10 per cent of Qantas's stock being offered to foreign investors. Qantas has been restructuring with a vengeance following its merger with Australian Airlines. The industry background is also growing more favourable. The head of the International Air Transport Association yesterday forecast "massive gains" for the industry in 1995 as traffic promised to rise ahead of new capacity.

But there will be considerable nervousness ahead of the sale given the fragility of financial markets. The Australian stock market has fallen 8 per cent this year. By delaying the sale until 1995, the Australian government has left itself no room for manoeuvre if things turn really ugly. Other airlines, such as Lufthansa, which are stacking up to be privatised, will be watching closely. If Qantas cannot be successfully sold then other airlines have no chance.

British Airways, which has already secured a 35 per cent shareholding, will be keen to aid the issue's success to validate its investment. Qantas's privatisation should enable BA to forge closer links with a more commercially-minded carrier. BA is still aiming to plug a hole in its global alliance by linking up with a carrier in the north Pacific. That could benefit Qantas, too. But BA will have to proceed warily given the worries swirling around its involvement with the troubled USAir.

## French seek curb on beef China's car industry plan

Continued from Page 1

French agriculture minister, teamed up with their German counterparts - Mr Horst Seehofer and Mr Jochen Borchert - to send a joint letter on June 30 to the commission proposing restrictions on British beef.

The French and Germans are now awaiting the commission's response, which is expected to be delivered next Monday at a meeting of agriculture ministers in Brussels.

The UK agriculture ministry said the French proposals would be discussed today by the BSE sub-group of the EU's scientific veterinary group.

"We have spoken to the French, and as far as we are aware they are not talking about

banning anything," the ministry said. The German health ministry said yesterday there were signs that Belgium, the Netherlands and Luxembourg would also support Germany in its efforts to ban British beef which it fears may be affected by BSE.

The ministry said France and the Benelux nations were the first to have "open ears" for the warnings from Mr Horst Seehofer, the German health minister, about the dangers of contaminated beef.

The German Bundesrat, or upper house, is to vote on Friday on the proposal for a six-month ban. Mr Klaus Kinkel, the German foreign minister, emphasised last week that Germany would rather see a European solution to the beef dispute.

Continued from Page 1

secure a foothold are relieved that the policy will offer fresh opportunities after a present freeze on new entrants expires in 1995. Foreign involvement is welcomed, but foreign ownership in joint ventures will not be allowed to exceed 50 per cent and manufacturers are to be limited to two joint ventures.

The policy document, prepared by the state planning commission and approved by the state council, or cabinet, is clearly aimed at rationalising China's chaotic vehicle manufacturing sector in which there are more than 120 producers, many of them tiny.

The new policy states, without giving details, that significant tax advantages will accrue to big

volume producers as part of efforts to provide inexpensive vehicles, including motor cycles, to a mass market. "By 2000, total output should meet 90 per cent of the domestic market with more than half of the production passenger cars so that cars can be part of Chinese family life," it said. "Motorcycles should meet the demand of the domestic market by then with a part of production for export."

China plans annual production of 2m motor vehicles by the year 2000. In 1993, it produced 1.2m, including 300,000 passenger cars. The policy document adds that the state encourages individuals to make purchases of motor vehicles. Previously, car ownership was taboo, regarded as a "bourgeois" aspiration.

### FT WEATHER GUIDE

#### Europe today

Europe will, in general, be exceptionally warm with temperatures above 30C. Hot and sticky conditions in the west will move into eastern Europe.

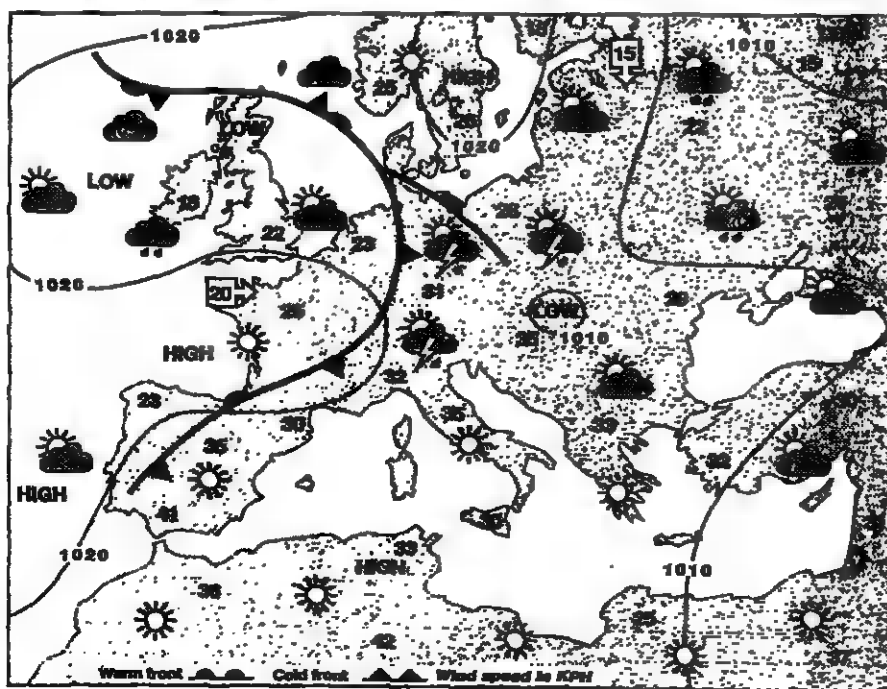
Heavy thunder showers are expected over Denmark, Germany and Austria and there is a risk of flooding. From Poland to Hungary, precipitation will be limited to afternoon thunder showers.

The Mediterranean region will be dry and warm with temperatures in many locations above 35C. Coastal areas will be much cooler. The British Isles will have patchy rain. Temperatures in the Benelux and France will be cooler, but summer-like conditions will continue. It will be dry with comfortable temperatures in the south-west.

#### Five-day forecast

Temperatures over Europe will gradually fall to seasonal levels, while heavy rain and thunder storms are likely in central and eastern Europe.

South-eastern Europe will be in the midst of a heat-wave with temperatures rising to 35C-40C over Greece and Turkey. Temperatures in north-eastern Europe will also rise.



Station at 12 GMT. Temperatures maximum for day. Forecasts by Meteorological Centre of the Netherlands

#### TODAY'S TEMPERATURES

Location	Temp	Location	Temp	Location	Temp	Location	Temp
Abu Dhabi	37	Algiers	37	Amsterdam	22	Athens	34
Bahia	30	Bangkok	29	Buenos Aires	16	Calcutta	31
Cairo	30	Cape Town	30	Chennai	31	Columbo	31
Dakar	30	Dhaka	31	Dubai	31	Edinburgh	15
Hanoi	31	Hong Kong	31	Hyderabad	31	Jaipur	31
Kuala Lumpur	31	London	21	Los Angeles	21	Madras	31
Manila	31	Medan	31	Mumbai	31	Nairobi	31
Paris	21	Peking	27	Rangoon	31	Reykjavik	17
Rome	31	Singapore	31	Stockholm	25	Taipei	31
Tel Aviv	31	Tokyo	27	Tybe	31	Vancouver	22
Warsaw	29	Washington	31	Wellington	13	Zurich	27

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Profit before tax £m	12.9	8.6	+50%
Earnings per ordinary share of 5p	15.7p	14.6p	+8%
Total dividend per ordinary share of 5p (net)	9.1p	8.6p	+6%

- Performance of Arthur Lee, acquired 16 June 1993, exceeded expectations
- Strong balance sheet with gearing of only 3% at the year end
- Enlarged group order intake in the last three months higher than in the corresponding period last year

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**IN BRIEF**

**Packer to merge listed companies**  
Mr Kerry Packer, the Australian businessman, unveiled plans to merge his two quoted companies - Nine Network, the television group, and Australian Consolidated Press, the magazines and publishing business - into one listed entity. Page 23

**Western Union sitting pretty**  
Western Union enjoys a 30 per cent share of the US market for rapid cash transfers. Five years ago the growth in demand for the company's services from the US to Mexico, Puerto Rico and other countries with large migrant populations alerted the company to the potential. Page 22

**Swiss bank strikes optimistic note**  
Banca del Gottardo, the Swiss bank controlled by Sumitomo Bank of Japan, reported a 10 per cent rise in non-consolidated cash flow and made an optimistic forecast about earnings. Page 22

**Eyes on the prize**  
From his modest offices above a Citibank branch in Monterrey, Mexico, Mr Javier Garza Calderon casually explains how he and his partners plan to invest about \$10bn in Mexico and Cuba over the next few years. Page 24

**Funds take fresh look at cash**  
When negative sentiment takes a grip of markets in the way it has done for most of this year, that old adage "Cash is King" could not be a wiser investment strategy. Page 25

**Distribution helps Mercedes advance**  
A strong performance from the distribution division was behind a 12 per cent rise in annual profits at John Menzies, the UK wholesale and retail chain. Mr Ronald Noel-Paton, managing director, said the group had produced "solid, sensible results in a difficult year". Page 26

**Leases over the moon**  
Merchant bankers have been reaching for sporting metaphors when discussing Lazard's extraordinary victory over the bid from Enterprise Oil of the UK. Page 28

**Coda called to account**  
Shares in Coda, the UK e-commerce software group, tumbled 50p from 220p after it announced interim losses only five months after coming to the market in February at 285p. Page 26

**Pillar at the crossroads**  
Pillar Property Investment, which issued its pathfinder prospectus yesterday, is at an important crossroads. Page 27

**NCP bid may cause BESC referral**  
The proposed bid for National Parking Corporation of the UK by a consortium of venture capital investors led by Prudential, the insurance giant, could trigger a reference to the Monopolies and Mergers Commission. Page 27

**Pyffes edges ahead**  
A sharp drop in interest income held back profits growth at Pyffes, the European fruit and vegetable distributor. Page 28

**Garcia ahead by 80%**  
Garcia Engineering, the UK steel and engineering group, boosted pre-tax profits by 50 per cent. The performance of its Arthur Lee steel and plastic products division dominated the results. Page 29

**Companies in this issue**

AGF	21	Korea Telecom	22
Adam Opel	21	Laura Ashley	22
Air Jamaica	22	MFI Furniture	27
Arbed	22	Macarthy's Labs	27
Audi	21	Maschinen (John)	23
Autos	21	Maschinen (John)	21
B&P	22	National Parking	27
Banco del Gottardo	22	Nine Network	22
Bank Austria	22	PIU Property	22
Breders Properties	26	Pohang Iron & Steel	26
British Land	26	Prudential	27
British Steel	26	RWE	27
Brown (David)	26	Samuel	27
Burda	26	SAV Growers	22
Caldwell Iva	29	S&W Corp	22
Carcio Eng	29	Samsung Electronics	29
Cashel	29	Samsung Life	29
Coda	29	ScottCare	29
CrestaCare	29	ScotRail	29
Del Monte FyI Foods	21	ScotRail	21
Deutsche Bank	2	ScotRail	21
Ducan Motors	2	ScotRail	21
Druck	2	ScotRail	21
Dura-Vent	2	ScotRail	21
Dwyer Estates	2	ScotRail	21
Ford	21	ScotRail	21
Pyffes	28	ScotRail	21
Holmes Protection	29	ScotRail	21
Hyundai Heavy Inds	22	ScotRail	21
ISS	22	ScotRail	21
Irish Steel	21	ScotRail	21
Korea Electric Power	21	ScotRail	21
Korea Heavy Inds	21	ScotRail	21

**Market Statistics**

Annual reports service	22-23	Foreign exchange	26
Benchmark Govt bonds	25	Gilt prices	26
Bond futures and options	25	Life equity options	26
Bond prices and yields	25	London share service	26
Commodities prices	25	London trade volume	26
Commodities announced, UK	25	Managed funds service	26
EU currency index	25	Money markets	26
EU currency index	25	New int'l stock prices	26
EU currency index	25	Recent issues, UK	26
EU currency index	25	Short-term int'l rates	26
EU currency index	25	US interest rates	26
EU currency index	25	World Stock Markets	26

**Chief price changes yesterday**

FRANKFURT (DM)		Pfaff	
AGF	970 + 21	AGF	970 + 21
Adam Opel	350 + 14	Adam Opel	350 + 14
Air Jamaica	220 + 10	Air Jamaica	220 + 10
Arbed	220 + 10	Arbed	220 + 10
Audi	210 + 11.5	Audi	210 + 11.5
Autos	210 + 11.5	Autos	210 + 11.5
B&P	220 + 10	B&P	220 + 10
Banco del Gottardo	220 + 10	Banco del Gottardo	220 + 10
Bank Austria	220 + 10	Bank Austria	220 + 10
Breders Properties	260 + 10	Breders Properties	260 + 10
British Land	260 + 10	British Land	260 + 10
British Steel	260 + 10	British Steel	260 + 10
Brown (David)	260 + 10	Brown (David)	260 + 10
Burda	260 + 10	Burda	260 + 10
Caldwell Iva	290 + 10	Caldwell Iva	290 + 10
Carcio Eng	290 + 10	Carcio Eng	290 + 10
Cashel	290 + 10	Cashel	290 + 10
Coda	290 + 10	Coda	290 + 10
CrestaCare	290 + 10	CrestaCare	290 + 10
Del Monte FyI Foods	210 + 10	Del Monte FyI Foods	210 + 10
Deutsche Bank	210 + 10	Deutsche Bank	210 + 10
Ducan Motors	210 + 10	Ducan Motors	210 + 10
Druck	210 + 10	Druck	210 + 10
Dura-Vent	210 + 10	Dura-Vent	210 + 10
Dwyer Estates	210 + 10	Dwyer Estates	210 + 10
Ford	210 + 10	Ford	210 + 10
Pyffes	280 + 10	Pyffes	280 + 10
Holmes Protection	290 + 10	Holmes Protection	290 + 10
Hyundai Heavy Inds	220 + 10	Hyundai Heavy Inds	220 + 10
ISS	220 + 10	ISS	220 + 10
Irish Steel	210 + 10	Irish Steel	210 + 10
Korea Electric Power	210 + 10	Korea Electric Power	210 + 10
Korea Heavy Inds	210 + 10	Korea Heavy Inds	210 + 10

## AGF sell-off confirmation by chairman

By Alice Rawsthorn in Paris

The French government plans to proceed with the privatisation of AGF, the country's third largest insurer, despite the recent weakness of the Paris stock market, according to the chairman, Mr Antoine Jeancourt-Gagliani.

AGF, like many French companies, has suffered a steep slide in its share price since the start of this year. Yet Mr Jeancourt-Gagliani stressed in a French press interview that the 30 per cent fall in its valuation was "identical to that of other insurers" and was "not a sufficient reason for postponing privatisation".

Speculation has mounted in recent weeks that the Balladur government, which has already privatised a number of large financial groups including Banque Nationale de Paris (BNP) and Union des Assurances de Paris (UAP), might be forced to delay the AGF sale because of adverse market conditions.

However, Mr Jeancourt-Gagliani said he had received "full confirmation" from the government intended to proceed with the share sale this autumn.

AGF was originally earmarked for privatisation by the last French centre-right government in its mid-1980s asset sales programme. But the issue was put on ice after the stock market crash in October 1987. Mr Gagliani noted that the group had "not really" as a result of that delay.

He also sought to allay concern about AGF's financial performance by denying rumours that it had had heavy losses from futures trading on the Mafif, the Paris futures market. "AGF hasn't made a loss on the Mafif for the good reason that it is not a player in that market, except in a marginal way for some funds," he said.

Mr Jeancourt-Gagliani also noted that the group does expect to register a reduced loss this year from Banque du Rhin and Comptoir des Entrepreneurs, its troubled banking subsidiaries. Last year both companies were last year badly affected by the problems of the French property sector, thereby contributing to an overall 35 per cent decline in AGF's net income to FF997m (\$175m) in 1993.

## RWE forecasts 'slight' rise in profits for year

By Michael Lindemann in Bonn

A consortium led by RWE won a bid for a data transmission network, pitching the Essen-based group in to the rapidly expanding market, estimated to be worth DM2bn annually.

Sales of oils and chemicals, the group's largest division, "improved significantly", helped by stronger demand in eastern Germany. Profit margins in refining had improved but margins on oil sales were "unsatisfactory".

The group spent a record DM7.1bn, mainly on regional gas utilities in the eastern Länder where it is now a significant operator. Electricity sales, though, rose only slightly due to slack demand as German industry pulled out of its worst post-war recession.

Hochtief, the construction subsidiary, also spent an unspecified amount to take an almost 50 per cent stake in Ballast Nedam, the Dutch construction group.

Ongoing restructuring meant there were further redundancies in several divisions. Only the construction division employed more people during the year following an almost 20 per cent increase in orders. The group now employs 118,000, up 4,300.

RWE said the improved turnover was due to the first-time acquisition of several companies from the mineral, chemical and chemicals divisions. Turnover would have risen 2.5 per cent without the acquisitions, measures.

The group said its worst results came from its waste management activities, which it made an unspecified loss which it blamed on competition and technical problems. Waste management is the smallest of the group's six divisions but turnover rose 4.7 per cent to DM1bn, up from DM0.7bn the year before.

## Burda negotiating 25.1% holding in ailing Vox station

By Quentin Peel in Bonn and David Waller in Frankfurt

Burda, the German magazine publishing group, confirmed yesterday that it was negotiating to acquire a 25.1 per cent stake in the ailing Vox television station, join Mr Rupert Murdoch's Corporation and the Bertelsmann media group as a leading shareholder.

The company said it was negotiating with state regulators in North Rhine-Westphalia to acquire "a relatively big interest" in the station, which is in liquidation earlier this year.

If successful, the group would bring back together the Murdoch group and Burda, which publishes fashion and popular magazines, as well as the conservative weekly magazine Focus.

It would also appear to rule out a participation by the Compagnie Luxembourgeoise de Télédiffusion (CLT), which jointly with RTL, Germany's most profitable private broadcaster, with Bertelsmann, CLT had been rumoured to be bidding for a stake.

The takeover by the Murdoch group of its controlling stake in the television station could run into problems, notably potential infringement of Germany's strict broadcasting regulations.

Bertelsmann has been involved in an urgent exercise to save the station and its potentially lucrative access to the cable and satellite television market in Germany, since the original shareholders pulled out earlier this year. The station has continued to broadcast with a skeleton staff in order to maintain its broadcasting licence.

Now Mr Friedrich Nowotny, director-general of Westdeutscher Rundfunk, the main public television broadcaster based, like Vox, in Cologne, has demanded that Vox should lose its broadcasting licence, in view of the dissolution of its original shareholders.

"If the law governing the commercial media has any sense, then the Vox licence should now be put out to tender again," he said. This would require the new owners to redefine their ambitions for the station, which was originally supposed to offer a serious combination of information and entertainment.

Meanwhile, Mr Mark Wössner, chief executive of Bertelsmann, confirmed in an interview published yesterday that his company had suffered a loss of around DM450m (\$278m) because of its Vox participation, of which DM350m would be charged to the current year.

## The German carmaking industry has some reason for optimism but the 'all-clear' has yet to be sounded, writes David Waller

Last year was an unrelenting chronicle of bad news for the German car sector - a story of plunging order books, big losses and massive job cuts. "The worst year in a decade," mused Mr David Herman, chairman of Adam Opel, General Motors' German subsidiary, last week.

Now, halfway through the current year, Germany's car industry executives are beginning to feel that the worst is behind them. If the mood is not exactly one of unqualified optimism, there are definite signs that the largest vehicle market in Europe is staging a steady recovery.

Here are some recent developments:

- German car production increased by 15 per cent in May, to 220,000 units, and in the first five months of a year in total, car production rose by 2 per cent to 1.68m, reversing the downwards trend of the previous four months.
- Ford-Werke, the German subsidiary of the US motor group, said last week that it would make a profit of at least DM100m (\$61m) in the current year after incurring losses in both 1992 and 1993.
- Also last week, Adam Opel said it expected a "dramatic improvement" in 1994 - but hinted that it was unlikely to move back into the black this year after losing more than DM500m at the operating level in 1993.
- Mercedes-Benz, the Daimler-Benz vehicle subsidiary, said recently that sales of its new cars within Germany rose by 41.5 per cent in the first five months of the year, while in May alone the increase was more than 50 per cent.
- At Volkswagen, sales of the VW marque were up 0.7 per cent in the five months and by 11.5 per cent in May alone. Last week Audi, VW's up-market subsidiary, reported that sales to export markets rose 14 per cent in the first six months.
- BMW, the company which has proved itself most resilient to the downturn, held unit sales steady at around last year's levels.
- German manufacturers have enjoyed a sudden revival in overseas sales, particularly in the important US market where VW's sales, for example, more than doubled to nearly 22,000 cars in the first five months.
- Porsche, the sports car manufacturer, said on Friday that its sales in the US would increase by 35 per cent this year.

This combination of positive factors has led General Motors to revise upwards its 1994 forecast for the German market as a whole: GM now expects sales to be roughly the same as last year when they dropped to 3.19m, a

## Light flickers at the end of the autobahn



man, analyst at UBS in London, says German car companies still lag their international competitors. "In terms of productivity measures such as the number of vehicles produced per year per man and the cost per vehicle, the German companies trail behind," he says.

This is in spite of the aggressive cost-cutting implemented by German manufacturers in the past 18 months: Daimler-Benz said it reduced its costs by DM5bn last year, with most of its rationalisation falling at Mercedes where the plan was to cut 10,000 jobs between 1992 and 1994. Volkswagen said its domestic workforce by nearly 9 per cent last year and aims to save DM3bn in personnel this year by introducing a four-day working week.

Mr Ignacio López de Arriortúa, the former GM director who joined VW last year, is thought to have squeezed reductions in DM5bn in DM5bn by putting pressure on suppliers. VW has also reduced the number of suppliers it uses and bulked those that are left into charging less for their products.

But "even VW has only half grasped the nettle", says one analyst, alluding to the four-day week programme. "This covers 30,000 workers and runs until the end of next year. There is unlikely to be an explosion in production so VW will end up facing the same overmanning problems as before," the analyst said.

The only answer to the competitive pressure will be "more of the same" - further job cuts, further shifts of production out of Germany. This is likely to prove difficult for German companies operating in a "social market economy", especially in the early stages of an economic recovery when employees are likely to prove reluctant to make sacrifices that were bearable in a recession.

The rethink for car manufacturers is far from over, for their suppliers there are "hard and fast" rules. According to Mr Rainer Thiele, deputy president of the VDA motor industry association which represents suppliers to the car manufacturers.

He said last month that the painful adjustments necessary in the wake of the manufacturers' cost-cutting measures, suppliers had only completed half the rationalisation necessary to guarantee survival over the medium-term. Job cuts in the sector will not stop at the 50,000 jobs lost since 1990-91, and many suppliers will be rationalised out of existence.

The second cloud on the horizon is costs: Mr Stephen Reit-

step decline from the 3.93m cars sold in 1992. The original forecast was for a further decline, to 3m units.

However, the improvement in the outlook does not yet signal the all-clear for the German car industry, for two reasons. The first is that the increase in unit sales in Germany may not translate into a surge in profitability. Mercedes, for example, owes the dramatic increase in sales to the new C-Class model, which is selling at five times the sales last year of the 190 model which it replaced.

The new cars are being sold at what analysts estimate to be an average price of DM44,500 per car, lower than the DM50,000 which Mercedes hoped to achieve when developing the model. There is no doubt about the popularity of the car with consumers, but it remains to be seen if the new model will reach its break-even level this year with production set to rise to more than 200,000 after 164,000 in 1993.

The second cloud on the horizon is costs: Mr Stephen Reit-

## Brewer lifted 22% by purchase of pub chain

By Tony Jackson in London

A strong first-time contribution from the Chef & Brewer pub acquisition helped Scottish & Newcastle, the UK drinks and leisure group, to a 22 per cent rise in pre-tax profit for the year to May 1, to £225m (\$337m). However, earnings per share rose only 1.5 per cent as a result of the rights issue which helped finance the £700m deal.

A six-month contribution of £32.3m in operating profit from Chef & Brewer, together with an 8 per cent rise in profits from leisure, more than offset a sharp fall of 11 per cent in brewing. Mr Brian Stewart, chief executive, said that while beer sales had fallen 2 per cent in the year, volume in the current year was up 4 per cent.

In the leisure division, Center 125, done well in the UK, but occupancy in France fell from 94 per cent to 85 per cent. Mr Stewart said that recovery in mainland Europe varied between countries.

The retail division (excluding Chef & Brewer) had sales of £290.8m (\$289.8m), and operating profit of £53.3m (\$53.3m). Chef & Brewer sales in the second half were £230.8m and operating profits £38.3m.

Beer sales were £270.8m (\$269.2m) and profits were £26.0m (\$26.2m). Leisure contributed £23.1m profit (\$23.1m) on sales of £267.5m (\$267.5m).

After £100m charges were £27.6m (\$27.6m). Earnings per share were 33.1p (\$32.7p). The final dividend was raised 5.5 per cent to 18.2p (\$18.2p) for the year, a rise of 5.1 per cent. Shares fell 3p.

Lex, Page 20

This announcement appears as a matter of record only.

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June 1994

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## INTERNATIONAL COMPANIES AND FINANCE

# Optimistic note struck by Banco del Gottardo

By Ian Rodger in Zurich

Banco del Gottardo, the Swiss bank controlled by Sumitomo Bank of Japan, yesterday reported a 10 per cent rise in non-consolidated cash flow in the half. SFR67.8m, (\$49.4m) and made an optimistic forecast about earnings for the full year.

The bank, which is aiming to place 100,000 existing participation certificates in the next few days, said revenues from asset management were up 18 per cent while those from stock trading and new-issue commission income were up 11 per cent. No figures were given for foreign exchange activity remained at levels achieved last year but income from lending and securities investment was down.

## Management shuffle at UK retail chains

By Neil Buckley in London

Two of the UK's largest clothing retailers reshuffled their top executives yesterday as Mr Richard North resigned as finance director of Burton group, to be replaced by Mr Andrew Higginson, finance director of Laura Ashley.

In a surprise move, Laura Ashley appointed Mr Graham Searle, currently non-executive deputy chairman, as managing director.

Mr North, hired by Burton in 1991 from Coopers & Lybrand, said he was leaving because his task of sorting out Burton's financial problems was complete, and he wanted a new challenge.

Sir John Hoekyns, Burton's chairman, said Mr North's departure had been mutually agreed, and he was receiving a bonus of 12 months' salary - nearly £250,000. "We always knew Richard was a special horse for a particular course," Sir John said.

Mr North retains a 12-month consultancy contract, worth

£200,000, with the Burton group. "I only wanted to go when I had completed the job, and was seen to have completed the job," he said. That job involved reducing debts of £200m three years ago to £50m, and gearing from 100 per cent to 5 per cent, through two rights issues, the sale of the Harvey Nichols store in Knightsbridge for £20m, and other property deals. The last was the sale in May of Burton's four remaining shopping centres to Prudential for

£100m. Mr North is credited with having improved both the "reality and perception" of Burton's accounting, as one analyst put it.

His successor Mr Andrew Higginson, 36, has 14 years' experience at Unilever, Unilever, and Laura Ashley. Mr Higginson's departure contributed to a 5p fall in Laura Ashley shares to 68p in London yesterday, as it announced it was appointing Mr Graham Searle - who joined last month as non-executive deputy chairman - as managing director.

## NEWS DIGEST

### Arbed mulls capital issue for investment

Arbed, the Luxembourg steelmaker, is considering a capital issue to finance an investment programme, Renter reports from Brussels.

The board of directors of Arbed has asked management to evaluate different possibilities to raise the share capital of the company during the forthcoming months, Arbed said.

It said money raised from the capital issue would serve partially to finance a group investment programme. The company gave no further details and did not indicate how much Arbed planned to raise.

### Dutch group plans Bulgarian expansion

Internationale Nederlanden Groep is to establish a full banking operation in Bulgaria, Renter reports. ING Bank, which is to form a bank in Romania, is the first large international bank to which such a licence has been granted.

### Takeover of Danish stockbroker

Benson & Benson, the Copenhagen stockbroker which suspended payments last week, will be acquired by Girobank, the state-controlled bank, writes Hilary Barnes in Copenhagen.

Benson & Benson, one of the few remaining Copenhagen stockbroking firms not controlled by a commercial bank, suspended payments when its parent company, Benson Bank, filed for bankruptcy.

Generali, the Italian insurance group, has taken control of Swiss insurer Fortuna, Renter reports. Generali has acquired 77 per cent of Fortuna's capital and 55.5 per cent of the shares with voting rights attached. The purchase price was not disclosed. The deal has to be approved by Swiss and European Union authorities.

# Western Union banks on a rapid transfer

The movement of cash is expanding in emerging economies, writes Anthony Robinson

For generations of Americans, Western Union means money in a hurry, especially to the 25 per cent of the US population without a bank account. The company, now owned by New Valley Corporation, enjoys a 90 per cent share of the US market for rapid cash transfers.

Many of America's unbanked, mainly lower paid or irregular workers, are immigrants for whom low hassle cash transfer provides the basic service they most want - a fast, sure way of transferring cash to the family back home.

Five years ago the growth in demand for cash transfers from the US to Mexico, Puerto Rico and other countries with large migrant populations alerted the company to the wider potential in servicing ethnic communities around the world.

Starting with Central America the company has rapidly expanded operations to the rest of Latin America, the Far East, Africa and the Middle East, adding a new dimension to its traditional overseas operations - providing emergency cash transfers to tourists and others, including US military personnel, businessmen and students.

The collapse of the Soviet Union and the reintegration of the former communist states into the global economy, provided another opportunity to expand operations and acquire the capacity to transfer funds globally.

The company now operates

in eight of the former Soviet republics and all three Baltic states. This week it added Slovenia and Hungary, bringing to 76 the number of countries served by Western Union Financial Services International (WUFSI), a subsidiary set up up four years ago to develop the company's overseas interests.

International operations are both fast-growing and profitable. Last year the company handled over 18m individual transfers involving more than \$5bn. Operating profits rose to \$101m from \$90m on revenues of \$438m up from \$401m. This year turnover is expected to exceed \$500m.

In London for a board meeting last week Mr Paul Vornle, president of WUFSI, said the company intended to be operational in 100 countries by the end of this year. It is negotiating to open up in potentially the biggest market of all, the unbanked millions of East and South Asia.

The numbers involved in these ethnic niche markets, can be substantial. Like the near 4m Filipinos in the US or the 300,000 Albanian "boat people" who fled as penniless refugees from the collapsing communist dictatorship in 1991 but last year sent \$30m back to relatives. Millions of Indians, including the 10m and wealthy Indian population in South Africa, as well as the UK, the US and Africa have



Paul Vornle plans to be in 100 countries by the year-end

also become an important target market as Western Union goes global.

But, as the company's recent rapid growth in Europe testifies, there is still plenty of scope for growth even in relatively sophisticated markets.

A recent European Commission study on the European banking system strongly criticised the cost and inefficiency of money transfers through the banking system. We pay out within minutes of funds being placed with us. It can't get lost. Each transaction is separate and the cash can only be in two places - either with Western Union or in the hands of the client," says Mr Vornle.

"We do not transfer just information," he adds.

The simplicity of the transaction - a sender deposits cash

at one of 24,000 money transfer locations worldwide for a recipient to pick up in local currency and with the minimum of form-filling - requires as many branches as possible which can be relied upon to keep sufficient sums of cash on hand and remain open for as long as possible.

The company has set up its black and yellow nameplate in supermarkets, street-corner stores, military bases, student unions and other sites accessible to long-distance workers as the inevitable annual crop of tourists who lose their wallets or need immediate cash from home for any number of different reasons.

It also works closely with credit card companies which are fast extending their operations to former unbanked areas such as the former Soviet bloc. Visa, for example, which has worked with Western Union for 15 years, has introduced its credit cards to Latvia, Belarus, Estonia and Uzbekistan over the past month alone.

In Russia, virtually unbanked five years ago, apart from thousands of primitive "ring" bank branches, WUFSI chose Moscombank, the Moscow-based International Joint Stock Bank of Savings Banks, as its joint venture partner two years ago.

The bank has 47 locations all over the former Soviet Union at which it is possible to

transfer and receive cash, and this will be up to 100 by the end of the year," says Mr Vornle. Kolbasov, chairman of the bank, which has the savings banks from 13 former Soviet republics and nine of the biggest Russian commercial banks among its shareholders.

"We started working with Western Union in 1991 because we believed we could do profitable business if it was well organised, and so it proved," Mr Kolbasov says. "We not only transfer funds into Russia but also transfer substantial amounts of cash abroad for commercial companies as well as individuals," he adds.

Funds transferred in this way make up only a small part of the \$15m to \$20m annually which left Russia clandestinely over the past two years. But with so much Russian money in Russian-owned accounts in western banks, and with most Russian banks enjoying an unenviable reputation for looting and misplacing funds, the scope for money transfers through the Western Union system is expanding fast.

To ensure that its fast cash, few questions asked facilities do not attract money-launderers, Western Union keeps a small army of former secret service agents on the payroll - and US transfers have to abide by the general rule that all cash transactions over \$10,000 have to be notified to the Internal Revenue Service.

## MFI posts sharp recovery

By David Wighton in London

MFI, the UK furniture retailer and manufacturer, reported a sharp recovery in profits to £87.8m (£133.48m) in the 53 weeks to April, from £25.6m, and said that sales were currently running 18 per cent ahead of last year.

The company announced an acceleration of its expansion in France. Mr Derek Hunt, chairman, said: "We are increasingly confident we can establish a major chain in France."

In the UK, MFI experienced a slowdown in sales of kitchens

and bedrooms at the end of the period. But this proved short-lived and growth has since picked up strongly. Excluding the 53rd week, turnover rose 7 per cent with sales per square foot up 8 per cent.

Gross margins slipped to 55.9 per cent from 57.3 per cent due to strong growth in lower margin products. Adjusting for the impact of MFI's flotation the previous year, operating profit rose 45 per cent to £73.3m and pre-tax profit, including the £19.6m contribution from the sale of the stake in Carpetright, more

than doubled before taking account of flotation. The disposal helped to cut gearing from 82 per cent to 61 per cent.

Capital expenditure was up almost a fifth at £27.5m and is budgeted to increase by more than 30 per cent this year. MFI plans to add 9 stores to its 176 in the UK, in addition to the expansion in France.

A final dividend of 1p gives a total of 4p, which was covered 1.9 times by earnings, excluding exceptional items, of 7.7p, against 4.6p. The shares added 3p to 143p. French expansion, Page 37

## ISS makes acquisitions in France and Portugal

By Hilary Barnes in Copenhagen

International ISS System, the Danish cleaning group with about 100,000 people on the payroll in Europe and the US, yesterday announced acquisitions in France and Portugal.

In France, ISS is to take over Net Inter, a contract cleaning company whose customers include Roissy airport, the French finance ministry, and Total, the oil group. ISS, which has annual turnover of DKK13.3bn

(£2.12bn), said Net Inter has 1,000 employees and a turnover of FF108m (£19.4m).

In Portugal, ISS acquired the contract portfolio and assets of Algarlimpa, a cleaning company operating in the Algarve and southern Portugal. Algarlimpa has 400 employees and a turnover of £350m (£2.3m).

The acquisition of Algarlimpa will make ISS the third largest cleaning company in Portugal with 1,400 employees and a turnover of DKK60m, said ISS. Prices of the deals were not disclosed.

## FT CONFERENCES

THE STRUCTURE AND EVOLUTION OF THE INTERNATIONAL EQUITY MARKET

London, 9 & 10 JULY 1994  
The Financial Times and the Centre for the Study of Financial Innovation are arranging a high-level meeting for stock exchanges, regulators, market practitioners and investors to review equity market developments, discuss user requirements and look at regulatory issues. The role of technology in shaping tomorrow's markets will also be examined. Andrew Large, Chairman of the Securities and Investments Board, will give the opening address and speakers include: Brandon Becker, US Securities and Exchange Commission; Dr Rüdiger von Rosen, Deutsche Börse AG; Giles Varley, London Stock Exchange; Steven Wunsche, AFX Inc and John Hazzag, Hazzag Helms Gaskett.

## MULTIMEDIA - VISION AND REALITY

London, 12 & 13 JULY 1994  
This major business forum will focus on the key issues facing this fast-growing industry: the regulatory and legal framework for industry development; financing the multimedia future; assessing real business applications and potential and the role of strategic alliances in responding to the developing multimedia marketplace. Speakers include Professor Nicholas Negroponte, Massachusetts Institute of Technology; Terry Harehery, Time Warner Interactive; Alfred C. Sines, Hearst New Media and Technology; Dr Reinhard Buscher, European Commission; Peter Job, Reuters Holdings PLC; Scott Marden, Philips Media.

## WORLD AEROSPACE AND AIR TRANSPORT

1 & 2 September 1994, London  
This conference, which has the support of the Society of British Aerospace Companies, is the latest in the Financial Times' international series of high level aerospace meetings. It will focus on the challenges facing the industry in the next century, how it is restructuring for the future to achieve growth, together with the impact of government policy. Speakers include: Professor Herman De Goo, Comité des Seges; Mr Dick Evans CBE, British Aerospace; Mr Robert Ayling, British Airways; Mr Hans Meier, American Airlines; Sir John Egan, BAA; Mr Juan A. Saz, Iberia, Líneas Aéreas de España, BA and Mr Brian H. Rowe, GE Aircraft Engines.

## THE NUCLEAR INDUSTRY - INTO THE 21ST CENTURY

14 & 15 September 1994, London  
This high-level meeting will examine the outlook for nuclear power in North America and western Europe, considering the impact of current government moratoria and the role of nuclear in the fast track, and review growth potential in the Asia-Pacific region. The challenges of improving efficiency and safety at nuclear plants in western Europe and issues related to managing the fuel cycle will also be addressed. Speakers will include: James Hume CBE, Scottish Nuclear; Remy Carle, EDF; The Honourable John Reid, Canadian Nuclear Association; Roger Hayes, British Nuclear Industry Forum; Professor Jürgen Vöhrmer, Lithuanian Energy Institute; Thierry Baudouin, EDF; John Guinness CBE, British Nuclear Fuels; Michael Funnell, United Kingdom Nirex and Dr Rachel Western, Friends of the Earth.

## RETAILING TOWARDS 2000 - COMBINING VISION &amp; EFFICIENCY

London, 21 & 22 September 1994  
This year's meeting will focus on the need for the retail industry to exploit fully the opportunities that new technologies and new markets offer while, at the same time, dealing with the fundamental business challenges - maximising profitability, controlling costs, managing the property portfolio and 'crime busting'. Winning retail formats will be those that successfully combine vision with efficiency. Speakers at the conference, arranged jointly with Coopers & Lybrand, include: George Basson, Edgars Stores Limited; Michael Rudolph, The Company PLC; Jack Walker, Megastore Stores Inc and James May, British Retail Consortium.

## INTERNATIONAL BANKING

Madrid, 29 & 30 September 1994  
This major forum, immediately prior to the annual meetings of the IMF and the World Bank, will debate the outlook for banking in the mid-1990s and address a wide range of issues of current concern to the international financial community. Speakers taking part include: Emilio Botín Ríos, Banco Santander; Richard J. Boyle, Chase Manhattan Bank NA; Dr Josef Ackermann, Credit Suisse; Egidio Giuseppe Bruno, Credito Italiano and Dr Horst Kohler, Deutsche Sparkassen und Giroverband.

## WORLD MOBILE COMMUNICATIONS

London, 17 & 18 October 1994  
The Financial Times '94 conference will focus on the growth of mobile communications, the various technologies being adopted and new operator strategies. Speakers include: Dr Herbert Ungerer from the European Commission; Mr Charles Wigdor, Managing Director of The People Phone Company; Dr Joachim Dreyer, Chairman of Debitel Kommunikationstechnik; Mr Barry A. Kaplan, Vice President of Goldman Sachs & Co.; Mr Thomas Jahn, Managing Director of Unisource Mobile; and Mr Jan Neale, President & Chief Executive Officer of AirTouch International.

## INTERNATIONAL INFRASTRUCTURE FINANCE-BUILD-OPERATE-TRANSFER(BOT)

London, 4 & 5 October 1994  
This major FT conference will focus on build-operate-transfer(BOT) opportunities in key growth markets, to include Eastern Europe, South Africa and the Middle East. The challenges of financing and managing key BOT contracts will also be discussed. Speakers include: Sir Allister Morton, Eshelby, Threlby & Partners, EBRD; John Fletcher, Tractebel House Ltd, London; The World Bank; Mr John Halliday III, Morgan Stanley & Co Ltd; Mr Michael Heath, Nymex; Network Systems Company.

All enquiries should be addressed to: Financial Times Conference Organisation, PO Box 3651, London SW12 6PH, UK Tel: 081-673 9000, Fax: 081-673 1355.

These securities have not been registered under the Securities Act of 1933 and may not be offered or sold in the United States except in accordance with the resale restrictions applicable thereto. These securities having been previously sold, this announcement appears as a matter of record only.



**Den norske Bank**

106,000,000 Non-Restricted Shares

Global Coordinator

Goldman Sachs International

Institutional Offering

92,000,000 Non-Restricted Shares

This portion of the offering was offered to institutional investors. Certain of these securities have been sold in the United States in private offerings pursuant to Rule 144A under the Securities Act of 1933.

Goldman Sachs International

DnB Fonds AS

Swiss Bank Corporation

S.G. Warburg Securities

Alfred Berg

BNP Capital Markets Limited

Cazenove & Co.

Daiwa Europe Limited

Deutsche Bank

Elcon Securities AS

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14,000,000 Non-Restricted Shares

This portion of the offering was offered to the public in Norway.

DnB Fonds AS

Elcon Securities AS

June 1994

U.S. \$150,000,000



General Electric Capital Corporation

Medium-Term Notes, Series B

Floating Rate Notes Due January 8, 2003

In accordance with the provisions of the Notes, notice is hereby given that for the interest period from July 5, 1994 to January 5, 1995 the Notes will carry an interest rate of 5% per annum. The interest payable on the relevant interest payment date, January 5, 1995 will be U.S. \$25.56 per U.S. \$1,000 Note, U.S. \$255.56 per U.S. \$10,000 Note, U.S. \$2,555.56 per U.S. \$100,000 Note.

By: The Chase Manhattan Bank, N.A.

London, Agent Bank

July 5, 1993



Notice of Issuance of Convertible Bonds

Tong Yang Cement Corporation

(Incorporated in the Republic of Korea with limited liability)

U.S. \$45,000,000

5 1/8% Senior Bonds due 1996 with Warrants

IS HEREBY GIVEN to the holders of above Bonds with Warrants as a result of issue of domestic Convertible Bonds under the following terms and conditions:

Issue Amount: Korean Won 50,000,000,000  
Conversion Price: Korean Won 32,400  
Form of Share: Voting shares in registered form  
Number of shares to be issued: 1,543,209 shares

Adjustment to the subscription price for above U.S. \$45,000,000 Bonds with Warrants due 1996 is made from Korean Won 18,251 to Korean Won 18,100 with effect from 22nd June, 1994 in accordance with the formula described in the Clause 3(F) of Instrument.

5th July, 1994

Tong Yang Cement Corporation

JAPAN AIRLINES COMPANY, LTD.

(Incorporated with limited liability in Japan)

U.S. \$10,000,000,000

Floating Rate Notes due April 1999

For the period 5th July 1994 to 5th October 1994

In accordance with the Terms and Conditions of the Notes, notice is hereby given that the rate of interest has been fixed at 2.375 per cent. per annum and that the interest payable on the relevant payment date being 5th October 1994 will be ¥906,944 per ¥100,000,000.

The Industrial Bank of Japan, Limited (London Branch) as Agent Bank

CITY OF COPENHAGEN

U.S. \$10,000,000,000

Floating Rate Notes due 1996

Interest rate: 3.725% to 5.119%

Interest Amount: per \$100,000,000 nominal due 5.1.1995 - \$1,875,288

Agent Bank: The Long-Term Credit Bank of Japan, Limited Tokyo

FLEMING FLAGSHIP FUND

Société d'investissement à Capital Variable

45, rue des Filles, L-2229 Howald, Grand-Duché de Luxembourg

R.C. Luxembourg 89478

NOTICE TO SHAREHOLDERS

Notice is hereby given that the following dividend will be paid.

FFP-Fleming Starling Bond Fund

A dividend of £2.029 per share will be paid on 12 July 1994 to shareholders of record at 30 June 1994. The shares will be quoted ex-dividend as from 1 July 1994.



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## INTERNATIONAL COMPANIES AND FINANCE

## Packer to merge his TV and media companies

By Nikki Tait in Sydney

Mr Kerry Packer, Australian businessman, yesterday unveiled plans to merge his two quoted companies - Nine Network, the television group, and Australian Consolidated Press, the magazines and publishing business - into one listed entity with an estimated market capitalisation of more than A\$2bn (US\$1.4bn).

The deal will be effected by schemes of arrangements, between Nine and its shareholders, and between ACP and its investors. These will give ACP shareholders a preferred share in Nine for each ACP share held, and allow ACP to become a wholly-owned subsidiary of Nine.

Once the transaction is complete, Nine will comprise three

divisions - ACP, Nine Network, and investments - and have shareholders' funds of about A\$1.7bn. Mr Packer will become chairman, and Mr Brian Powers managing director. Mr Bruce Gynell will continue to run the television business, while Mr Nick Falloon will be finance director for the combined group.

The Packer companies yesterday estimated that market capitalisation of the combined group would be about A\$2.2bn. The deal is conditional on approval from ACP and Nine shareholders, and that Mr Packer privately-owned Consolidated Press group which has substantial minority stakes in both groups.

Mr Packer claimed that the merger would bring joint marketing opportunities and that

the increased size of the group would allow it to pursue acquisitions more easily. Shares in the combined group would also have greater liquidity. "Consolidated Press holding substantial stakes in both ACP and Nine, the restricted size of the public shareholding... has been a concern in the marketplace," he commented. Consolidated Press will hold 45.7 per cent of the combined group.

The new preferred shares in Nine will have the same rights as existing ordinary shares in Nine, but will also carry a preferential right to a minimum annual dividend of 24 cents for the 1994 and 1995 financial years. Nine's current annual dividend is 14 cents. ACP shareholders will also receive a 10 cent final dividend making a total of 34 cents for 1994.

## Good first half for S African fruiterer

By Mark Surman in Johannesburg

Improved weather and rising pineapple prices helped Delmar Foods (Johannesburg), the South Africa-based international fruit products company, to achieve a 9.5 per cent rise in first-half attributable earnings to R90.1m (\$24.7m) against R82.2m for the corresponding period last year.

Although conditions remained difficult in the first quarter, sales volumes rose significantly in the second quarter and turnover rose 6 per cent to R701.1m from R651.3m. However, operating income at R110.7m was only slightly up from R110.23 a year ago.

A dividend of 8.5 cents, up from 8 cents, was declared. Interest charges rose to R27.9m from R26.5m due to temporary working capital requirements, but this was offset by a substantial drop in tax to R14.7m from R15.7m.

Delmar says it anticipates further improvement on last year's figures due to the growing economic recovery in main markets, and it has expanded into new products and new geographic regions over the past six months.

New projects have included entry into Spain and Portugal, expansion in France and the UK, and licensing agreements to launch a full product range in Israel and fruit juices in Saudi Arabia.

## Qantas flotation early next year

Qantas, the government-owned Australian airline in which British Airways holds a minority stake, is to be privatised in the first half of 1995, writes Nikki Tait. Mr Kim Beazley, finance minister, said yesterday that the timing was "likely to maximise proceeds" for the federal government.

In its recent budget, the government had confirmed the sale would go ahead in the current fiscal year, but gave no specific timing. See Lex

## State-owned Korean groups most profitable

By John Burton in Seoul

Four state-controlled companies reported their biggest net profits in South Korea last year, while three trading companies had the largest turnover, according to an analysis by the Korea Management Corporation.

Korea Telecom, which is gradually being privatised, had the highest profits at Won470bn (\$583.8m). Korea Electric Power and Pohang Iron & Steel, both exchange listed, had net profits of Won419bn and Won353bn respectively. Korea Heavy Industries & Construction followed with Won247bn.

Hyundai Heavy Industries, the country's leading shipbuilder, had the highest net profits in the private industrial sector at Won221bn. Samsung Corporation, trading arm of the Samsung group, had the largest sales at Won1.1bn.

The trading subsidiaries of Hyundai had sales of Won1.1, 046bn and Won8,534bn respectively, while Samsung Life Insurance ranked fourth at Won8,863bn. Samsung Electronics had the largest sales among manufacturers, with Won8,155bn.

## BHP eyes potential in power generation

By Nikki Tait

Mr John Prescott, chief executive of Broken Hill Proprietary, said yesterday that the large Australian mining and resources group had the financial strength to undertake a large acquisition of a South African power company.

At the company's annual presentation, following the release of year-end results on Friday, analysts were also told that BHP was anxious to avoid seeing gearing drop to a point where it had "a lax balance sheet".

BHP gave no firm indication of what deals it might entertain, but a number of executives - including Mr Prescott - stressed the potential which the group saw in the power generation business, especially in Asia and South America, and in the continued diversification of both its minerals and petroleum divisions.

Mr Jerry Ellis, managing general manager of the BHP minerals unit, said later that the former division was aiming to double profit by the year 2000.

Mr Prescott also stressed

again that BHP planned to bid its minority stake in Foster's Brewing Company, the Australian brewery group which owns Courage in the UK, for the long-term.

Mr Prescott, the Australian exploration company, plans to contribute a further US\$6m to the "venture capital" of Lenclo, the state-controlled Russian gold mining company with which it hopes jointly to develop the large Sukhot Log gold project.

The Australian government has written to the Russian government agency, that a decree has been drawn up resolving the future structure of Lenclo.

It will be the joint steel company's foreign investor, with a one-third stake, the Irkutsk government and the Russian ministry of atomic energy will also become shareholders.

Star's interests plan to increase production from 5,000 tonnes at present, to around 10,000 tonnes in six years. The Australian-listed company is expected to receive an injection of around 10,000 tonnes in order to achieve this.

All of these securities having been sold, this announcement appears as a matter of record only.



DONG AH

## THE KOREA EXPRESS CO., LTD.

(Incorporated in the Republic of Korea with limited liability)

Offer of

1,491,524 European Depositary Receipts

representing

745,762 Shares of Common Stock

Offer Price: U.S.\$29.50 per European Depositary Receipt

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Baring Brothers & Co., Limited

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Société Générale • Tong Yang Securities Co., Ltd.

S.G. Warburg Securities

Daiwa Europe Limited • Dongsuh International (Europe) Limited

First Securities Co., Ltd. • KEB International Limited

Korea First Investment Limited • Lucky Securities Co., Ltd.

Nikko Europe Plc • J. Henry Schroder Wagg &amp; Co. Limited

Swiss Bank Corporation

July, 1994

All of these securities having been sold, this announcement appears as a matter of record only.



## HANKUK GLASS INDUSTRIES INC.

(Incorporated in the Republic of Korea with limited liability)

Offer of

2,252,874 Global Depositary Receipts

representing

1,126,437 Shares of Non-voting Stock

Offer Price: U.S.\$21.75 per Global Depositary Receipt

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Lucky Securities Co., Ltd.

Bankers Trust International PLC • Barclays de Zoete Wedd Limited

Daewoo Securities (Europe) Limited • Jardine Fleming

Korea Development Securities Co., Ltd. • Korea First Investment Limited

Nikko Europe Plc • Nomura International

Salomon Brothers International Limited • S.G. Warburg Securities



July, 1994

All of these securities having been sold, this announcement appears as a matter of record only.

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whose portfolio is managed by

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Offer of

6,457,500 Shares of U.S.\$0.10 each

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net proceeds of U.S.\$50,000,000

Baring Brothers & Co., Limited  
SsangYong Securities Europe Limited

Bankers Trust International PLC • Daishin Securities Co., Ltd.

Daiwa Europe Limited • Dongsuh Securities Co., Ltd.

Goldman Sachs International • HG Asia

Indosuez Capital • Kleinwort Benson Securities

Lucky Securities International Ltd. • Nikko Europe Plc

Nomura International



July, 1994



## INTERNATIONAL COMPANIES AND FINANCE

## Garza's Cuban venture gives his empire a new look

The Mexican businessman is planning to invest about \$2.2bn in the island's telephone system, reports Damian Fraser

From his modest offices above a Citibank branch in Monterrey, Mexico, Mr Javier Garza Calderón casually explains how he and his partners plan to invest about \$10bn in Mexico and Cuba over the next few years.

About \$2.2bn will be spent on Cuba's national telephone system, 49 per cent of which he bought a couple of weeks ago. Another \$4.2bn will be invested in telecommunications and television in Mexico.

The rest will go in mobile energy plants for Mexican toxic and non-toxic waste dumps, water treatment plants, and other environmental projects.

Such talk may seem fanciful, but Mr Garza has plenty of money and is politically well-connected.

He is a member of the wealthy Garza family of Monterrey, and he and his father recently sold their 47 per cent stake in Grupo Visa, one of Mexico's largest conglomerates, for a reported \$400m.

They disposed of 28 supermarkets, other real estate and agriculture assets, and sold their interest in a cellular telephone company for a reported \$100m.

"We decided to get out of mature markets that my family was in and invest in new-age industries," explains the

44-year-old Mr Garza. He says his Grupo Damos has about \$1bn of capital, much of which appears to be in cash.

Mr Garza has something to prove. He and his father sold the stake in Visa after losing a takeover battle with their cousin, Mr Eugenio Garza Laguarda.

The two failed to obtain Tel-

Mr Garza has something to prove. He and his father sold their 47 per cent stake in Grupo Visa, one of Mexico's largest conglomerates, after losing a takeover battle with their cousin, Mr Eugenio Garza Laguarda. They also failed to obtain Telmex, bidding slightly less than the winner when the utility was privatised

fonos de Mexico (Telmex), bidding slightly less than the winner (a group led by Mr Carlos Slim) when the utility was pri-

Some suggest Mr Garza is throwing his money around to show that he can be as successful as some of his relatives.

"He is desperate to put his footprint on the Monterrey scene," says an executive with a rival family company. "Right now he is just known for being his father's son and a friend of the president."

Mr Garza is looking for partners in his businesses, to provide both equity and expertise. He has signed joint ventures with Houston-based Browning Ferries Industries (BFI), the world's second-largest waste management company; BellSouth, in wireless telephone systems; Southern Pacific, in a private telephone network; and

The Cuba investment is perhaps the most ambitious. Mr Garza says he first considered doing business in Cuba about four years ago.

In January this year, when Insucell, a Mexican telecommunications company, pulled out of a deal to buy a stake in Entel, Cuba's telephone company, he agreed to take its place. Grupo Damos agreed to pay \$1.44bn for 49 per cent of the company, of which about \$200m will be obtained in a swap deal liquidating Cuba's debt with Mexico.

Damos will invest another \$734m over seven years in modernising the company, a sum to be matched by Entel. Damos hopes this month to sell 49 per cent of its stake to a foreign partner. Three European companies and one Canadian company have shown interest.

Mr Garza claims revenues from international telephone calls will pay for his investment. He says such calls generate about \$400m a year, but will increase once the US, as agreed in principle, lifts the ban on dollar payments to Cuba for telephone calls, and when, as promised, a fibre-optic cable is built between Florida and Cuba. Currently most calls between the US and Cuba are made via Canada.

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Javier Garza Calderón: rich and politically well-connected

Damos and Entel promise to install about 1m new telephone lines within seven years, more than double the existing number.

Mr Garza says the company

will use so-called personal communications systems (PCS), or cellular wireless technology, when installing the lines, which will cut sharply the cost of local networks.

"Cuba will be the first country in the Americas to have PCS," he claims.

In Mexico, Mr Garza is confident there is room for at least three telecommunications companies the size of Telmex.

If given regulatory go-ahead, he plans to invest \$2.5bn in building a long-distance network to compete with Telmex, \$1.2bn in establishing a personal communications system, and another \$940m in building a private network alongside Mexico's railway tracks.

Undeterred that at least half a dozen other companies have similar plans, Mr Garza says he is willing to work with rivals.

He is in talks about joining forces with Pulsar and Alfa, two Monterrey companies controlled by relatives. He says he is discussing with other rivals ways of avoiding duplicating their investments by sharing cables.

After talking about his investments for several hours, Mr Garza compares himself to Isaac Garza, his great grandfather who began what became the Monterrey group, once Mexico's largest industrial concern.

Mr Garza has yet to run a large company, and his businesses are mostly plans, but there can be little doubt he is thinking big.

## Australian stock market launches 100 share index

By Nikki Tait in Sydney

The Australian Stock Exchange yesterday launched an index, called the ASX100.

The aim of the index is to give institutional fund managers a better indication of how portfolios based on the leading big company shares are performing than the current All-Ordinaries Index.

The All-Ordinaries Index is made up of 305 stocks at present. However, according to Mr Richard Humphrey, managing director of the ASX, equity portfolios held by both local and overseas institutional investors typically contain about 30 to 40 of the top 100 stocks.

The new index is designed to provide them with a better match.

In addition, the ASX claims the index could prove particularly useful for managers of index funds, who aim to have portfolios which duplicate the main market index as closely as possible.

The index is made up of the stocks in the existing 50 Leaders Index, and then adds the next 50 largest stocks based on market capitalisation and liquidity.

At end-June, the resulting 100 stocks accounted for 97 per cent of the All-Ordinaries Index and 80 per cent of the Australian equities market by capitalisation.

About two-thirds of the ASX100 is accounted for by industrial stocks, as opposed to resource shares.

The ASX plans to follow up the move with a series of indices, dividing the market into three components: (top, medium and small stocks) and into industrial and resource groups.

AD will have a base date of December 31, 1990.

## Seagram takes Spanish stake

Seagram, the Canadian drinks group, has taken a 20 per cent stake in Larica, Spain's leading domestic gin producer, for Ptas4.4bn (\$62.2m), writes Tom Burns from Madrid.

Under the deal, Seagram's whisky brands will have access to Larica's marketing network in Spain. Last year Larica posted net profits of Ptasbn on sales of Ptasbn.

Allied Lyons, the UK group, entered Spain earlier this year when it acquired the Domes drinks group. Grand Metropolitan and Guinness, also of the UK, respectively control Galesale, Domesq's main competitor, and Cruzcampo, a big brewing group.

## Divestment of Air Jamaica postponed

By Carole James in Kingston

The divestment of Air Jamaica has been delayed by three months following changes in the consortium purchasing the airline from the island's government. The disposal was to have been completed last week.

The Air Jamaica Acquisition Group, which is purchasing a 70 per cent stake in the troubled airline for US\$26.25m, asked for more time to study the company's operations and plan its development, said Mr Horace Clarke, Jamaica's transport minister.

The government would operate the airline until September 30, and the new owners would take over on October 1, he said.

The group followed the departure from the consortium of Cochrane Investments of Toronto, which was to have taken about a quarter of the consortium's stake. Two local investors, who were to have bought a 5 per cent stake, have also pulled out.

Their combined 30 per cent stake has been taken up by Mr Gordon Stewart, a leading hotelier in the Caribbean.

## Reichmann recruits Soros aide

By Bernard Simon in Toronto

Mr Paul Reichmann's efforts to resurrect his family's property empire took another step forward with the appointment of two experienced executives to senior posts in recently-formed Reichmann companies.

Mr Evan Marks, a close adviser to financier Mr George Soros, has been named chief executive of Reichmann International, the New York-based partnership between Mr Soros and the Reichmann family. Reichmann International acts as an adviser to Mr Marks' Quantum Realty Fund.

Mr Vernon Schwartz, former president of Catellus Development, a large California-based developer in which Reichmann-owned Olympia & York had a 15 per cent stake, was recently appointed to head Reichmann International Mexico.

The Mexican company, which is also a joint venture between the Reichmanns and Mr Soros, is about to begin development of a 100,000-unit apartment complex on the outskirts of Mexico City and a \$250m downtown office tower. Mr Schwartz, who will be based in Toronto, will also

become chief executive of a new Reichmann-owned company, as yet unnamed, which will oversee the family's interests.

The new Reichmann business operates from the same offices in Toronto occupied by Olympia & York before it collapsed two years ago.

Mr Paul Reichmann, with brother Albert still at his side, has recruited several executives. Among the recent arrivals is Mr Donald McCutchan, formerly Canada's ambassador to the European Bank for Reconstruction and Development.

## Renong in deal with Bank Rakyat

By Christine Hill in Kuala Lumpur

Renong, a Malaysian investment holding company, and Bank Rakyat Indonesia will hold the remaining 7 per cent.

The deal highlights growing business ties between Malaysia and Indonesia. In June, Mr Prago Pangestu, an Indonesian businessman, announced plans to list his non-Indonesian

sized companies. Renong wholly-owned subsidiary, Renong Nusantara, will have a 50 per cent stake in the company, whilst Bank Rakyat Indonesia will have 45 per cent.

The investment presented an avenue for Renong to participate in the growing Indonesian economy, said Mr Raja Aman Ahmad, Renong Nusantara's chairman. However, analysts said investment commitments were small with profits expected only in the longer term.

timber-related assets on the Kuala Lumpur stock exchange through a US\$1bn revenue takeover of Construction & Supplies House, a building supplies company.

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## RAI RADIO TELEVISIONE ITALIANA

Invitation to bid for the PURCHASE of MODA and KING  
Two magazines of NUOVA ERI S.p.A.

RAI Radiotelevisione Italiana S.p.A., having its registered office in Rome, Viale Mazzini, 14 and a fully paid-up share capital of Italian L. 120,000,000,000, Registration no. 640/24 at the Italian registry of companies, intends to receive bids for the sale, either together or separately, of the following units concerning the magazines:

- a) KING
- b) MODA

which are owned by Nuova Eri S.p.A., a subsidiary of RAI Radiotelevisione Italiana S.p.A.

Assets and liabilities relating to business units a) and b) will be defined as soon as possible. The business units are sold in the state in which they are found and the buyers will be responsible for any eventual verification and assessment.

For this transaction RAI Radiotelevisione Italiana has engaged the services of:

SOFIPA S.p.A.  
Mr. Enrico Duranti  
Ms. Antonella Vivanti  
Via G. Paisiello, 39  
00198 ROME, Italy  
Tel. (39-6) 855 03 00  
Fax (39-6) 853 51 894

Only limited stock companies are expected to respond to the present announcement. Interested companies may, by written request (fax accepted) to SOFIPA, obtain a copy of the information memorandum regarding the business units.

The information memorandum will be provided to those companies whose legal representative has executed and returned to SOFIPA within 10 days from the date of this announcement, a confidentiality agreement, together with a copy of the financial statement for the last three years, a description of the business in which the company is engaged, and the reasons for the proposed acquisition.

Intermediaries of any kind must disclose the identity of the represented party.

This announcement is an invitation to bid and not a public offer ex art. 1336 c.c. or of saving from private investors ex art. 1/18 law 216/1974.

Neither the invitation nor the receipt of an offer will create an obligation or commitment to sell to any bidder on the part of RAI Radiotelevisione Italiana nor will they give any bidder the right to require any performance of services for any reason, including payment of brokerage fees or consulting costs, on the part of RAI Radiotelevisione Italiana.

This invitation and the sale procedure are subject to Italian law.

## RAI RADIO TELEVISIONE ITALIANA

Invitation to bid for the PURCHASE of Nuova Fonit Cetra S.p.A.

RAI Radiotelevisione Italiana S.p.A., having its registered office in Rome, Viale Mazzini, 14 and a fully paid-up share capital of Italian L. 120,000,000,000, Registration no. 640/24 at the Italian registry of companies, intends to receive bids for the sale of the majority of the shares of:

- Nuova Fonit Cetra S.p.A. - Milan, Via G. Meda n. 45, operating in the production and distribution of records, CDs, video and other audio-visual products.

The company is sold in the state in which it is found and the buyer will be responsible for any eventual verification and assessment.

For this transaction RAI Radiotelevisione Italiana has engaged the services of:

SOFIPA S.p.A.  
Mr. Enrico Duranti  
Ms. Antonella Vivanti  
Via G. Paisiello, 39  
00198 ROME, Italy  
Tel. (39-6) 855 03 00  
Fax (39-6) 853 51 894

Only limited stock companies, which operate in the production and distribution of records, CDs, video and other audio-visual products and in the publishing area, and are interested in further developing these activities, are expected to respond to the present announcement. Interested companies may, by written request (fax accepted) to SOFIPA, obtain a copy of the information memorandum regarding the companies.

The information memorandum will be provided to those companies whose legal representative has executed and returned to SOFIPA within 7 days from the date of this announcement, a confidentiality agreement, together with a copy of the financial statement for the last three years, a description of the business in which the company is engaged, and the reasons for the proposed acquisition.

Intermediaries of any kind must disclose the identity of the represented party.

This announcement is an invitation to bid and not a public offer ex art. 1336 c.c. or of saving from private investors ex art. 1/18 law 216/1974.

Neither the invitation nor the receipt of an offer will create an obligation or commitment to sell to any bidder on the part of RAI Radiotelevisione Italiana nor will they give any bidder the right to require any performance of services for any reason, including payment of brokerage fees or consulting costs, on the part of RAI Radiotelevisione Italiana.

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TELEFÓNICA DE ESPAÑA, S.A.  
1993 FINAL DIVIDEND

The Board of Directors of Telefónica de España, S.A. at its meeting held on June 29th, 1994, adopted the following resolution:

To distribute a final dividend for the fiscal year 1993 to Telefónica shares that will be the following amount for each of the shares indicated below:

ISIN CODE	Number of Shares	Dividend (pesetas per share)	Net (pesetas per share)
00078	1 to 939,470,820	570	570

It was also agreed that the payment of this dividend will be carried out on July 27th, 1994.

Madrid, June 30th 1994

THE BOARD OF DIRECTORS



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CALL 01-252-4444



## INTERNATIONAL CAPITAL MARKETS

## Europe higher in thin trading

By Graham Bowley

European government bond markets moved slightly higher yesterday in very thin trading, with the US closed for Independence Day and investors bracing themselves ahead of a busy week of economic data and official policy-making meetings.

The US Federal Open Market Committee meets today and tomorrow to discuss monetary policy, amid speculation that it may raise official short-term interest rates, due to signs of domestic economic strength and to support the dollar after its recent weakness.

The Bundesbank holds its regular fortnightly meeting on Thursday, although no significant moves on interest rates are expected. On Friday, US

non-farm payrolls data are released and the Group of Seven leading industrialised nations meets in Naples for its annual economic summit.

"Markets squeezed upwards asymmetrically," said Ms Alison Cottrell, international economic

## GOVERNMENT BONDS

mist at Midland Global Markets. "With slightly more focus on the dollar, and with nothing special domestically to focus on, there was no reason to go down," she said. "Ahead of all these events, this is not a market you take a big risk in."

Analysts said bond markets may be boosted by the Naples summit, particularly if pronouncements made on trade

relations between Japan and the US stabilise the dollar.

The German September government bond contract on Liffe was down 0.25 points at 92.15 in late trading, while the September long gilt future on Liffe was down 1/4 points at 100 1/4.

Confidence returned in the Swedish government bond market after the Swedish SKR6.5bn 10-year and 15-year bonds.

The average accepted yield on the sale of SKR6.5bn of 15-year bonds was 11.65 per cent and that of SKR6.5bn of 10-year bonds was 11.35 per cent.

The average accepted yield on the sale of SKR6.5bn of 15-year bonds was 11.65 per cent and that of SKR6.5bn of 10-year bonds was 11.35 per cent.

foreign institutional investors were the main buyers, tempted by the high yields.

"It was a relief," said Mr JAMES KOKKO, international manager at SG Warburg. "The problems are not going to go away and the next test will be the Treasury bill auction on Thursday and the next bond auction in two weeks time," he said.

Yields had risen dramatically ahead of the auction on fears that the government would be unable to find sufficient buyers for its bonds.

These fears were triggered by the announcement on Friday by Skanska, one of Sweden's largest insurance companies, that it was boycotting government bonds in protest at the continuing rise in public sector debt.

## UK gilts top world league table for June

By Graham Bowley

UK government bonds outperformed the rest of the world's bonds in June, as European markets moved higher.

The J.P. Morgan government bond index shows a return for gilts of 0.73 per cent, measured in local currency.

Second came Germany, with a 0.5 per cent return. Australia was the worst performer, with a return of minus 1.1 per cent, just below Spain, Italy and Japan.

The average rate of return across all countries was minus 0.57 per cent.

"Investor sentiment is being influenced by anecdotal evidence that European bond market performance may be bottoming out after several months of sharp decline," the report said.

Gilts were boosted by the government's white paper on pension industry reform, while economic growth remained in line with expectations and underlying inflation figures were revised downwards.

Worries over the government's budget deficit hit the Italian market, while Spanish bonds suffered from political uncertainty following the European parliamentary elections.

However, "concerns centring upon the US dollar and bond markets, as well as uncertainty over the timing of future US interest rate

increases, continued to weigh heavily upon the global fixed-income markets," the report emphasised.

Over the last three months, the report says that the UK has been one of the worst performers with a rate of return of minus 4.37 per cent.

## Funds take a fresh look at cash management

When sentiment takes a grip of markets in the way it has done for most of this year, old adage "Cash is King" could not be a wiser investment strategy.

The recent slide in bond and equity prices has prompted many investors, professional and private alike, to run for cover. Those who have decided to take their losses on the chin have sold their positions and placed the proceeds in the safety of short-term bank deposits. Some fund managers are also holding back funds from investing in the "cash" funds which flow in at regular intervals.

As a result, they are sitting on historically large cash positions in their equity or bond portfolios, in some instances as high as 100 per cent. The norm is around 10 per cent for pension funds and 10 per cent for private client portfolios.

Since they are only meant to be in cash on a temporary basis, fund managers tend to opt for the best overnight rate available, capital preservation

allowing a quick return to the markets when they think the time is right.

Mr Peter Flynn, director of fixed income at Fleming Investment Management, says it would be inappropriate to

draw for a quick return to the markets when they think the time is right.

Mr Peter Flynn, director of fixed income at Fleming Investment Management, says it would be inappropriate to

draw for a quick return to the markets when they think the time is right.

Mr Tim Eason, managing director at Union Fund Management, estimates that there is at least \$12bn of pension fund money which could be getting better returns than overnight rates. The amount would be greater if it included cash piles in the corporate and public authority sectors.

## The pressure is on fund managers to make their large cash positions work harder, says Antonia Sharpe

"It is accidental money which is not being invested properly," says Mr Eason, adding that in the UK, fund managers tend to have a "loose change" attitude towards cash. "Cash should be an asset class in its own right, like in the US."

In the US, pension funds, companies and even hospitals are seeking a better return on their excess cash than the yields which they could get from rolling over overnight bank positions. Although the cash is often deposited with a

commercial bank, it is on how it is invested is taken by cash management specialists.

Mr John Isaacson, chief investment officer and executive vice-president at Payden & Rygel in Los Angeles, says his philosophy is to look at cash on a total return basis. For example, buying a liquid two-year bond and holding it for three months could well be more profitable than a three-month deposit because of the

likely capital gain. Founded 11 years ago, Payden & Rygel now has \$16bn under management, reflecting the demand in the US for cash management expertise.

Mr Isaacson says that, although the emphasis on yield is ingrained among European investors, he believes low interest rates will prompt them to want more from their cash. But he has found that European investors still

investments maturing in more than one year with a risk of making losses on the principal, as value fluctuates.

Mr Eason detects an increasing trend among UK institutional investors to farm out the management of their cash positions. "We now have more than 25bn under management. Such economies of scale allow us to get better rates than the corporate treasurer who rings up the bank every day at 10.50," he says.

Meanwhile, some UK fund managers are starting to copy their American cousins. Mr Paul Meader, head of cash management at Matheson Investment Management, says he constantly monitors short-dated instruments to find the best return for his cash position. "Yields are inconsistent at the short end of the yield curve, you can find anomalies which allow you to get rates of 5 per cent rather than 4 per cent," he says.

Mr Meader points to the Bank of England's latest auction of floating-rate notes as an example. "On the new gilt FRN it will be possible to get a yield of 5.75 per cent provided the FRN goes to par by the next coupon fixing," he says. This, he says, is favourable with overnight rates, which it is sometimes difficult to get 4 per cent.

## Large transactions held in the wings

By Tracy Gorrigan

A spate of new issues in Swiss francs and yen buoyed activity on an otherwise subdued day in the Eurobond market. But the yen deals were targeted at

## INTERNATIONAL BONDS

Japanese investors, while the Swiss franc issues were largely aimed at retail investors.

In addition, ABN Amro Holding launched a \$110m four-year deal, which was partly sold to institutions, but mainly aimed at retail investors, according to lead manager ABN Amro.

No Dutch venture launched large offerings targeted primarily at institutional investors yesterday, due to the closure of the US market for the Independence Day holiday.

A similar pattern is likely to continue for the rest of the week, as large transactions are

held in the wings, while traders await the outcome of the US Federal Open Market Committee meeting today and tomorrow, the Bundesbank council meeting on Thursday and the latest US jobs figures on Friday.

In addition, dealers are hoping that the dollar may stabilise, perhaps in the wake of the Group of Seven summit at the weekend, creating a more

favourable environment for new offerings next week.

Finland, which was week rumoured to be planning a deal, yesterday launched a 10-year global bond offering, arranged by Lehman Brothers. The new programme allows paper to be issued in a broader range of currencies.

next week are the global offerings for Fannie Mae and Italy, while there have been rumours that both Sweden and Spain are also eyeing the markets.

The Kingdom of Spain has replaced its existing \$500m commercial paper programme with a \$2bn programme, arranged by Lehman Brothers. The new programme allows paper to be issued in a broader range of currencies.

## NEW INTERNATIONAL BOND ISSUES

Borrower	Amount	Coupon	Term	Price	Spread	Book runner
Y&A						
New South Wales Trans. Corp.	250m	3.20	10/09/95	100.075	0.1875	Merrill Lynch International
GNCA	100m	4.00	10/02/95	100.25	0.25	Merrill Lynch International
ABN Amro	100m	3.50	10/03/95	unoff.	unoff.	Merrill Lynch International
G&L						
ABN Amro Lease Holding	100	3.50	Aug. 95	100.00	0.25 (SWAP-S&P)	ABN Amro Bank
BANK OF FRANCE						
Crédit Local Int. France	120	3.50	Aug. 2000	-	-	Credit Suisse
Bankpark Nederland	180	3.50	Aug. 2000	-	-	Swiss Bank Corp.
Deutsche Finance Netherlands	100	3.50	10/25/00	101.1889	1.50	Deutsche Bank (Schweiz)
Swisskreditbank Leipzig	100	8.125	1.8	Aug. 1995	-	Credit Suisse
1.8 Sch. 1995	100	8.125	1.8	Aug. 1995	-	Swisskreditbank Leipzig







The future over the past as 1980's developers assume the reins

## Pillar Property flotation rests on expectations being realised

By Simon Davies

Pillar Property Investment, which issued its pathfinder prospectus yesterday, is at an important crossroads which will inevitably colour perceptions of its offer of up to 290m of shares.

Set up as a venture fund to prey on institutional quality properties in the collapsing market of 1991, it has built up a £352m investment portfolio, under the guidance of Mr Robert Moxted, formerly Speyhawk, the collapsed property developer.

However, the company has taken on board two of the better-known developers of the 1980's, Mr Raymond Mould and Mr Patrick Vaughan, and the story of Pillar is now more about the future than the present.

The success of the flotation will depend on expectations that these two men - founders of the enormously successful Arlington Securities property business - can deliver returns a second time.

Backers of Arlington should have fond memories of the buy-out by British Aerospace in 1988, but the new vehicle is very different.

When Pillar was set up, with the backing of British Aerospace, General Electric and Electra, it had detailed a demanding criteria for investment in high grade property.

At present, 64 per cent of its properties are let to either FTSE 100 companies or government bodies, and there is an average unexpired lease length of 22 years.

More surprisingly, the company estimates that 86 per cent

of its leases are now at, or below, current market prices, indicating rental growth from the anticipated upswing.

Pillar estimates that income from existing leases, if none could be renewed or improved, would exceed current interest and administration until 2010.

The company is raising up to £50m in new money from the flotation - the additional shares will come from leading investors GE and Electra while management will retain their 11 per cent stake. Debt will fall to £186.6m, with gearing reduced from 168 per cent to 92 per cent, improving interest cover from its £26.2m rent roll.

This provides an attractive, but not unique, investment base, and investor interest will

focus on the future direction under Mr Mould and Mr Vaughan.

Their previous joint venture with Canadian investment group in the depot at placement in Quebec.

The joint venture plans to invest up to £240m on shopping centres, which will add to the 41 per cent of Pillar's portfolio that is already retail.

The fact that the Canadians have picked almost any partner, demonstrates confidence that the Arlington business park skills are transferable.

The pricing is due to be announced on July 28. The company is expected to have a capitalisation of about £175m.

## National Parking bid faces referral

By Paul Taylor

The proposed bid for National Parking Corporation by a consortium of venture capital investors led by Prudential, the UK insurance group, could trigger a referral to the Monopolies and Mergers Commission.

National Parking, which owns the National Car Park, the fast-growing National Breakdown Recovery service, disclosed last week that it was involved in negotiations which might lead to a bid.

The talks concern the acquisition of the 64 per cent stake owned by Sir Donald Gosling and Mr Ronald Hobson, the company's founders. Last week National Parking's shares rose from 450p to 575p in over-the-counter trading, valuing the private company at £875m.

The group's pre-tax profits of £23.5m on turnover of £234m in the year to March 26 1993, including profits of £31.1m on its parking operations.

Despite the success of the Consumers Association and motoring groups about NCP's domination of private parking in the UK, the group

has until now remained outside the interests of the Office of Fair Trading, the government's competition watchdog, because of a quirk in the law.

Under the terms of a 1937 court ruling, car park operators are not considered to be providing either goods or services - instead they were deemed to be issuing licences to park - and are, therefore, not subject to competition legislation.

However, in the case of a bid different rules apply. The OFT confirmed that it was examining the position to see if it had any "interest or jurisdiction" should a bid materialise for National Parking.

Under current legislation the OFT can recommend a reference to the MMC if a merger means either that the resulting group controls more than a 25 per cent market share, or because more than 270m of assets are involved. In either case the OFT can decide to recommend a reference, although this does not automatically trigger one. Market structure, the degree of competition between the two companies before the merger, and competition from other companies would also be considered.

## Wembley involved in refinancing talks

By Tim Burt

Mr Luke Johnson and Mr Hugh Osmond, the City entrepreneurs, yesterday said they were discussing a refinancing package with Wembley, the debt-burdened stadium and greyhound track operator.

The pair have drawn up plans for a recapitalisation that would wipe out Wembley's £150m debt and borrowing and could include a debt-for-equity swap.

Their previous deals include the successful reverse takeover of PizzaExpress and a discounted £10m rescue rights issue and debt-for-equity swap at Capita, the bridalwear group now known as Brackensbridge. Wembley, however, is understood to be discussing possible

deals with other groups, and Charterhouse Bank, its adviser, said the board had not decided on a particular route.

Johnson and Osmond are thought to be continuing with the Entertainment, the promotions business controlled by Harvey Goldsmith, and Apollo Advisors, the US investment group led by Mr Leon Black.

Wembley has faced pressure for a substantial refinancing following mounting losses, which almost doubled from £34.1m to £66.7m in the year to December 31. The company, which repaid £40m to its lenders last year and is expected to a further £40m reduction of up to £38.5m by the year end, has blamed large property write-downs and over-expansion for its problems.

## MFI to open 20 more stores in France

By David Wighton

MFI plans to add 20 stores to its 46-strong chain of kitchen and bedroom furniture shops in France.

The company is looking at further expansion into Spain and Portugal.

MFI has been in France for 10 years, and picked up seven stores with its Hygema acquisition in 1987.

But it is only since its flotation in 1992 that it has had the resources to develop the market.

"We accelerated last year, adding a net nine new stores, and were delighted with the results. We seem to have a format that works," said Mr Derek Hunt, chairman.

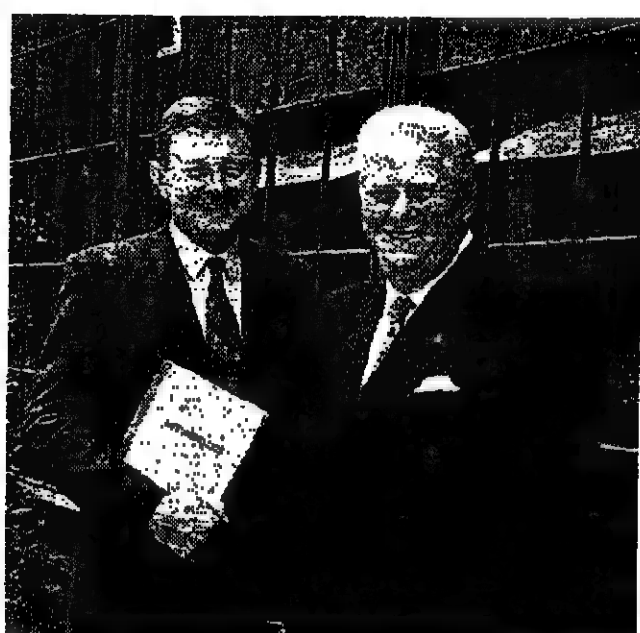
That format is of stores much smaller than MFI's in the UK, but selling mainly UK-manufactured products. "I enjoy going into the stores and knowing that the kitchens they are buying were made in Hull," said Mr Hunt. Last year French sales grew by 33 per cent, with like-for-like growth of 6 per cent. The operation broke even after substantial

store opening costs, and since 80 per cent of its sales were manufactured in-house, made a contribution to group profits.

Most of the stores are in shopping malls dominated by large supermarkets and Mr Hunt believes MFI may be able to move into Spain and Portugal on their cost-basis.

### COMMENT

MFI shares have had a nervous few weeks amid increasing signs of a slowdown in the UK housing market. So it was the 13 per cent growth in sales since the year-end which particularly reassured the City yesterday. Of course, that may not last - MFI's markets remain fundamentally volatile. But it is more adept than most at riding the swings and roundabouts. It is not a company to sit back and rely on an economic upturn to generate continued profits recovery. It is working hard on refining its formats and broadening its product range while all the time chiselling away at costs. It still has room to grow in the UK and it might even join the select band of British retailers



John Randall, finance director (left), with Derek Hunt

to make a go of it across the Channel. Assuming it can match last year's profit, without its £19.8m Carpetright gain, the shares stand on a four-way multiple at about 14.5. It is expensive at this stage of the cycle.

## SPOTLIGHT ON PENSIONS



The July issue of Pensions Management will carry a comprehensive survey of personal pension plans.

It will include projections for unit linked and with profit personal pensions showing the effect of charges on these plans.

For those individuals who have to surrender their pension plan early or wish to transfer their pension plan to another provider, the all important early surrender/transfer value projections will be shown.

Also in the July issue we take an in-depth look at levels of commission and the varying flexibility of personal pension plans for those who wish to stop and start or vary their contributions.

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## SEDIVER

SEDIVER, recently launched on the Second Marché of the Paris Bourse Exchange, is the market leader in Electrical Insulation.

Georges KAYANAKIS, Chief Executive Officer of SEDIVER ISOLATEURS, and former Schlumberger S.C. General Manager, was appointed Chairman of the Executive Board, replacing Luciano ZOTTOLA who has been called in for a review within Buffetti. The Executive Board also includes Georges DUBAN and the newly appointed Michel RIGUDEL.

On June 21, 1994 meeting, SEDIVER S.A.'s Supervisory Board co-opted Giorgio CEFIS, Chairman of SANTAVALLERIA FINANZIARIA S.P.A., as Chairman of the Supervisory Board, in place of Gianni VARASI who was, in turn, appointed Vice Chairman of the Supervisory Board.

The Supervisory Board also includes Pierre DELAPORTE (former Chairman of EDF), Jacques DORLHAC, Nicolo DUBINI, Jean FONTOURCY (former co-General Manager of Caisse Nationale de Crédit Agricole), Georges PEBEREAU (Chairman of Marceau Investissement) and Battista SAVINI.

During the first half of 1994, sales were slightly down on forecasts, because of strong downward pressure on prices. A significant feature is the continued growth of composite products. By maintaining volumes, and with the current adjustment of prices and cut-backs currently under way, as announced during the September listing, a significant increase in profitability is expected for 1995.

The glass headlight business is taking advantage of the upturn in the automobile industry.

The glass headlight business continues to enjoy success, and growth of 20% over the course of the year is anticipated.

Despite a very competitive environment, SEDIVER continues to provide major growth potential which should be largely reflected into results in 1995.

The AGM of PARTECIPAZIONI, majority shareholder in SEDIVER, decided to pay a dividend to its shareholders, due from 1993/1994. The dividend will be paid in SEDIVER shares currently held by PARTECIPAZIONI. It will represent approximately 330 shares, or 11.6% of SEDIVER's share capital. As a result of this operation, PARTECIPAZIONI's share will be reduced to approximately 32%. Therefore, SANTAVALLERIA FINANZIARIA S.P.A., PARTECIPAZIONI's majority shareholder, will receive approximately 67% (800 shares), or 51% of SEDIVER's share capital. SANTAVALLERIA FINANZIARIA S.P.A. intends to manage its investment in the same way as PARTECIPAZIONI. In all, these two shareholders will together control approximately 77% of SEDIVER's share capital.

For further information contact:  
Grégoire DUBAN, Member of the Executive Board,  
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## COMPANY NEWS: UK AND IRELAND

## ■ £16m acquisition announced ■ Some £40m earmarked for further expansion

# Fyffes edges ahead to £14.2m

By Tim Coone in Dublin

A sharp drop in interest income held back profits growth at Fyffes, the European fruit and vegetable distributor, which reported pre-tax profits ahead by just £27,000 to £14.2m (£14m) on turnover up 38 per cent to £266m for the six months to April 30.

Interest income fell from £66.5m to £53.3m because of lower interest rates, but operating profits from trading were lifted 44 per cent to £10.8m, largely due to the group's two acquisitions in Denmark and Spain last year.

Mr Carl McCann, deputy chairman, said that some 50 per cent of the group's net cash of £90m will be spent on capital investment and acquisitions this year.

The first of these, announced yesterday, is a 50 per cent stake in Velleman & Tas, a leading banana and fresh produce distributor in the Netherlands for a total consideration of £15.5m.

The move has been welcomed by market analysts in Dublin, who said that it would lift group turnover to about £18m on an annual basis, making Fyffes the second biggest fruit distributor in Europe, and providing a further outlet for new banana supplies coming on stream from Guatemala.

Mr McCann said that on the basis of Velleman's past performance, the acquisition should boost Fyffes' operating profits by £3.5m over a full year.

He said that although the net worth of Velleman at £5.5m is a bit on the light side, we have bought it on a good [earnings] multiple of 4.5.

The acquisition represents "an important step for Fyffes in the development of its continental European business," the company said.

Earnings per share were 2.68p (2.75p) and the interim dividend is raised by 10 per cent to 0.425p.

**COMMENT**  
The cash board which Fyffes has been sitting on for the past three years was good for the bottom line while interest rates were high, but has predictably hit profits now that rates are close to historic lows. It is encouraging, therefore, that the group is delivering on its promise to spend its treasure chest on earnings-enhancing acquisitions and is steadily building its market presence in Europe. If it can break into the French, German and Italian markets with subsequent acquisitions - and it has the wherewithal to do so - Fyffes will then have significant market power on the Continent to take on the likes of Clifquid and Dole. Pre-tax profits of £12.5m for the full-year look achievable. A prospective p/e of 13.4 is on the high side, but not unjustified looking ahead to 1995.

## Debt forgiveness helps put TBI £22.5m in black

By Roland Adburgham, Wales and West Correspondent

TBI, the property investment and development company acquired by Markheath in a reverse takeover in March, reported a pre-tax profit of £22.5m in the year to March 31.

The results were distorted by the restructuring and debt forgiveness of £27.2m. Markheath, which suffered in the commercial property downturn, was heavily indebted to banks led by Midland and ANZ. It incurred a restated loss of £88.8m in 1992-93.

In the reconstruction, Markheath acquired Thomas Bailey Investments, a private property company in south Wales. The estimated net asset value at completion of Thomas Bailey was about £7.2m, which was satisfied by the issue of 37m new ordinary shares.

In addition, Markheath raised £24.1m via a share placing and open offer. The company then changed its name to TBI and is now based in Cardiff and London.

A one-off payment of £47m has been made to creditor banks and £37.2m written off. In addition to the new debt was raised by Barclays.

Mr Michael Rendle, chairman, said the balance sheet now indicated a company of substance with net assets of £41.7m. "Interest costs and overheads are now more than covered by our rental income and we can address the future with renewed confidence," he said.

## Seton makes £3.5m purchase

Seton Healthcare Group has acquired the Medised brand from MacCarthy Laboratories for £3.5m cash.

Medised is a leading over-the-counter product for colds and flu in children. The acquisition represents another step in Seton's strategy of building a portfolio of established healthcare brands, which the group can promote through its sales network to pharmacists and consumers.

In the 12 months to June 30, sales attributable to the brand were about £725,000.

## Smiths Industries expands third leg

By Andrew Barger

Smiths Industries, known for aerospace and medical products, has enlarged its industrial group with a third acquisition in that area this year.

Smiths has paid \$10m (£6.7m) cash for Dura-Vent, a privately-owned US ducting business in Indiana which makes fume extraction products for industrial process machinery.

The deal brings Smiths' spending on industrial acquisitions this year to £34m, and to almost £130m over the past three years.

Mr John Hurn, chairman and executive, said: "This shows the group's growing significance alongside our two other businesses, aerospace electronics and medical systems."

"We have demonstrated our ability both to identify niche businesses, which have an established position in their particular markets and to integrate them quickly with our existing activities. Such acquisitions soon make a positive contribution to the industrial group's strong performance, based on high margins and excellent cash-flow."

The downturn in aerospace has caused profits from that division to be overtaken by medical systems, although last year aerospace had sales of £398m compared with £181m for medical systems.

Last month's £100m acquisition by Smiths of Deltec, a US medical equipment manufacturer, will increase healthcare sales by more than a third. The industrial group's annual sales are now running at more than £200m, including recent acquisitions.

Dura-Vent will be integrated into Flexible Technologies, Smiths' existing housing and ducting business in North America.

In April, Smiths paid £21.5m for Tobco, the US heating element company, and in May bought Elkay Electrical, based in Newtown, Wales, for £2m.

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Size: 60mm x 110mm x 5mm. CODE JC

**The FT Conference Folder**  
Crafted from one piece of leather and lined with FT pink moiré silk, the FT lockable conference folder contains a brass ring binder for holding your papers securely, A4 note pad and a small jotter pad.

There are loops for pens and different sized pockets for papers and business cards so everything is kept neatly together. Supplied with a key. Refills for the A4 note pad and jotter are readily available.

Size: 320mm x 254mm x 32mm. CODE CFL

## The FT Billfold Wallet

This practical wallet is made from supple soft black leather and fits easily into a jacket or hip pocket. Inside, there are two full length pockets to hold bank notes and a secure pocket for loose change or keys.

It is also the perfect size for business cards. There are spaces for 5 credit cards and a small pocket for an ID photo card.

Size: 110mm x 95mm x 11mm. CODE BFW

## The FT Travel Organiser

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Size: 232mm x 127mm x 19mm. CODE TOL

## The FT Document Case

Slim, very elegant and practical, this document case is easier to take around on your travels than a briefcase. It has gusseted sides and holds A4 size documents. It is lockable and is supplied with a key. If you travel with an over-loaded briefcase this is a way of keeping things in order - simply separate the items you need for your meeting, put them in the document case and ready to go.

Size: 335mm x 240mm x 5mm. CODE DCL

## The FT Business Card Holder

This is a super black leather desk accessory that you can keep back at the office when you are travelling but one you will want to use the moment you return. An executive's business card holder with a capacity to hold up to sixty cards, in see-through plastic pockets.

Size: 135mm x 213mm x 10mm. CODE BCH

## The FT Jotter Wallet

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Conference Folder	CFL	£22.24	£25.83			
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## Slough Estates reveals plan to delist Bredero

By Simon Davies

Investors in Bredero Properties, the property development company, are looking to delist the company from the London Stock Exchange.

Slough Estates will delist Bredero after the close of the current privatisation offer, on July 28.

British Land recently purchased a 9.9 per cent stake in Bredero, and is refusing to comment on its plans. However, it is unlikely to want to emerge as a passive investor in a private company.

Slough made its 10p a share offer on May 26 (when the share price was 18p), but at the initial close on June 17, it had acceptances from only 6.7 per cent of outside shareholders, adding to its existing 49.5 per cent stake.

Mr Trevor Brown, who owns more than a per cent of Bredero's shares, described the move to delist as "blatant bullying".

However, under Stock Exchange regulations, directors do not require shareholder approval for such a move.

Slough said it will not increase its offer, but Mr Derek Wilson, group managing director, denied that the threat of delisting was a means of pushing shareholders into accepting the offer.

"The company, as it stands at the moment, is undervalued. It has no income-bearing assets, and the overheads need to be reduced."

Smaller shareholders may be discouraged from retaining shares in a private company, but marketmakers have said they would trade shares on a matched bargain basis, assuming that there remains a substantial minority shareholder.

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In accordance with the provisions of the notice in hereby given that for the interest period from July 5, 1994 to January 5, 1995 the Notes will carry an interest rate of 5.5125% per annum. The interest payable on the relevant interest payment date, January 5, 1995 will be U.S. \$22.71 per U.S. \$1,000 Note, U.S. \$227.08 per U.S. \$10,000 Note, U.S. \$2,270.83 per U.S. \$100,000 Note and U.S. \$7,427.08 per U.S. \$750,000 Note.

By: The Chase Manhattan Bank, N.A. London, Agent Bank

July 5, 1994

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A meeting of the Board of Directors held on 29 June 1994 to pay the following dividend:

High Yield Portfolio 60.02 per share

International Portfolio 60.02 per share

As shareholders on record on 29 June 1994 with an ex-dividend date of 29 June 1994 and a payment date of 6 July 1994 for High Yield Portfolio and 1 August 1994 for the International Portfolio.

Paying Agent: Bank of Bermuda (Luxembourg) S.A. 15, rue de la Paix, L-1017 Luxembourg

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HILL SAMUEL BANK LIMITED Agent Bank

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Lothbury Funding No.1 PLC

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Notice is hereby given that the interest rate for the interest period 29 June 1994 to 28 December 1994 has been fixed at 6.25 per cent per annum. The coupon amount per £1,000,000 will be £31,250.62 payable on 28 December 1994 against presentation of the relevant note.

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# Carclo shows 50% advance to £12.9m

By Andrew Baxter

Carclo Engineering boosted pre-tax profits by 50 per cent, from £8.6m to £12.9m, for the 12 months to March 31 1994.

The Sheffield-based steel and specialist engineering concern is raising its final dividend from 6.5p to 7.5p.

The sharp rise in profits was due mainly to a stronger than expected performance at Arthur Lee, the steel and plastic products group acquired in June last year.

As a consequence, group turnover jumped by 81 per cent, from £24.4m to £44.1m.

During the period, which included the pre-acquisition period, the Arthur Lee division lifted operating profit by 66 per cent to £7.3m on an 11 per cent rise in turnover to £24.3m.

The best performance among the Lee divisions was in wire, which improved margins contributed to a trebling of operating profit to £1.5m.

Steel profits more than doubled to

£2.9m, but plastics profits fell 11 per cent to £1.1m.

The performance of Carclo's other main businesses was mixed. The card clothing division suffered a 24 per cent fall in operating profit to £2.4m, reflecting continuing recession in the textile industry.

The wire division, in contrast, lifted profits by 4 per cent to £2m, while general engineering profits improved by 11 per cent to £2.9m.

The increased final dividend takes the total for the year to 9.1p (8.6p).

covered 1.73 times by earnings per share ahead from 14.5p to 15.7p in spite of a sharply increased share capital.

Year-end net borrowing, at £2.2m, amounted to 3.1 per cent of shareholders' funds, which increased from £45m to £71m during the year.

Mr John Ewart, chairman, said the enlarged group's order intake in opening quarter of the current year compared favourably with the same period a year ago, in spite of difficult trading conditions in some markets.

## No hatchet job on a bright jewelled crown

Andrew Baxter on a £55m merger which doubled group size and filled new niches

The performance of the Arthur Lee steel and plastic products division inevitably dominated yesterday's results.

But Mr John Ewart, Carclo's sprightly 70-year-old chairman, last summer's £55m merger means much more than a short-term boost to profits.

The agreed takeover of Arthur Lee nearly doubled the engineering group's size and raised its profile in the City.

In the long term it will be the company's most important move since it took over the English Card Clothing Company - a rival producer of card clothing, the consumable teeth used in carding machines to comb fibres - in 1978.

Mr Ewart sees the merger as a key move in Carclo's strategy of increasing the real value of assets and earnings per share by owning and developing niche engineering businesses.

He gives a number of reasons why Carclo spent three years stalking Arthur Lee.

First, he says, "it is extremely difficult to find good niche businesses, and Arthur Lee was the jewel in the crown of Yorkshire business."

Also, Lee had a specialist wire rope business, John Shaw, Tins and Bruntons at Carclo was the UK's main manufacturers of wire rope, the market leader.

The merger had entered in the recession and it made sense to bring the two second runners together, says Mr Ewart.

And, along with the specialist steel strip business for which Lee was best known, it had also built up a good position in plastics.

The hunt for Lee began in 1990. Carclo had sold Jonas Woodhead's springs and forgings business to Hoesch of Germany for £31.8m and began buying shares in Lee.

Two years later, it took its stake to 29.9 per cent, thus clearly signalling its intentions without having to make a full bid, by buying a 22 per cent stake from GM Fifth. After some three months of tough bargaining an agreed deal was announced in May last year.

The £40.9 share offer with a cash alternative was carefully structured to keep both sides happy. It also compensated Lee shareholders for losing control just as market conditions were picking up.

"Arthur Lee had gone through a bad patch but was recovering rapidly," says Mr Ewart.

The bidder also had to recognise it would be buying Lee under the bulk of much-needed restructuring work had been completed.

He had done an enormous amount of rationalisation," says Mr Peter Lee, former chairman at Lee and now deputy chairman at Carclo.

On the steel side, Lee sold its bright bar business to United Engineering Steels in 1992, and over the past two years has completely revised wages and incentives.

The plastics side has also been rationalised from four to two businesses, serving the medical and consumer electronics sectors.

The rationalisation explains why the merger has not been followed by heavy weighting of the share price.

The two companies employed a total of 2,322 before the deal, and the combined total now is down by only 70.

This was partly due to the transfer of wiremaking from Bruntons in Edinburgh to Smiths in Halifax. The rest of

the merger was completed yesterday, after a fall in pre-tax profit from £11.1m to £8.6m on turnover from £24.3m to £24.4m. First quarter 1994 profits, however, were little changed at £38,000 (£34,000), on £11.1m (£13.7m) turnover.

TR Technology, the US security group which is quoted in the UK, has signed an agreement with HP Partners LP, under which HP will invest \$10m (£6.5m) in Holmes.

HP - a New York-based partnership formed specifically to make this investment - will receive in exchange 21.2m shares of common stock at 47.1 cents each and 9.6m warrants, each to purchase one share of common stock at \$2.75.

The transaction will give HP a 24 per cent stake in the company. The proceeds will be used to meet liabilities and particularly to repay Holmes' \$3m short term bank debt.

Holmes has agreed to seek a listing on Nasdaq and intends to delist its shares from London once the US listing is effective and taking account of access of existing stockholders to a public trading market.

In its results for the 1993 financial year, the company reported a fall in pre-tax profit from £11.1m to £8.6m on turnover from £24.3m to £24.4m. First quarter 1994 profits, however, were little changed at £38,000 (£34,000), on £11.1m (£13.7m) turnover.

Druck expands with £1.82m acquisition

Druck Holdings has acquired Unomat Instruments, based in Nieuwegein, Netherlands, and Unomat Inc in Delaware, US, for a total consideration of about £1.82m (cash).

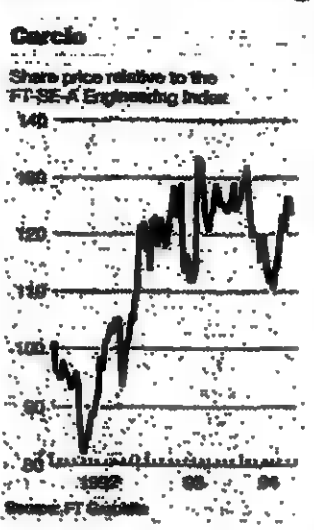
Unomat Instruments makes portable field calibrators, thermocouples and sensors and Unomat Inc distributes the products in North America.

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mainly resulted from moving Carclo's head office from Lee's Sheffield headquarters.

The merged company is already benefiting from such savings and from its increased buying power for steel and energy. Analysts believe the company is likely to see further benefits emerge over the next two years from closer working arrangements between the reorganised divisions.

Carclo is also starting to reap the benefits from capital investment which had been implemented or planned before the merger.

Gill's Cables, part of the general engineering division, is a recent beneficiary, while EOC's manufacturing efficiency has been increased by moving from its old site in Wakefield to an adjacent building. The move did cause some disruption, however, which contributed to the fall in the division's 1993-94 profits.

The Lee steel strip business has spent some £5m since 1990 on new equipment.

That excludes a £2.25m "stretch bend leveller" which was rolled into place this week. This is crucial to Lee's plans to expand its presence in markets where near-perfect flatness of strip steel is paramount, such as the springs on floppy disks.

In the medium term, the Lee takeover is also important because growth prospects look

stronger in its businesses.

In steel strip, world demand for stainless steel is expected to grow at 5 per cent a year this decade, with growth in the automotive sector exceeding that.

The remaining 30 per cent of the business is in a specialised area of high value steel, with which Lee has become world leader in the production of steel for oil and gas springs.

Elsewhere, immediate prospects vary. Card clothing may not have been "jumping ahead" recently, said Mr Ewart, but it is a relatively high margin business where entry costs are high and Carclo is one of a handful of world competitors.

In the wire division, companies such as Joseph Sykes are thriving by concentrating on speciality wire. Sykes has become one of the world leaders in nylon-covered wires and is very export-oriented. Still to come, Mr Ewart hints, could be one or two add-on acquisitions in the core businesses, possibly in continental Europe where possible acquisitions have already been visited.

tidying up is also likely, and the company may raise £15m from sale of surplus property and other businesses such as steel casting.

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## FLEMING S

"The year has seen significant growth in the profitability of all Flemings' major activities."

Robin Fleming  
Chairman

### ROBERT FLEMING HOLDINGS LIMITED

Financial Highlights for year ended 31st March, 1994

	1993	1994	
Profit before tax	£106.4m	£209.9m	+97%
Earnings per share	149.6p	299.8p	+100%
Dividends per share	38.0p	50.0p	+32%
Shareholders' funds	£462.9m	£611.4m	+32%

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## Caldwell shares hit by warning

Shares of Caldwell Investments fell to 10p after the US-quoted company warned of a trading slowdown in Germany.

Mr Stanley Woodliff, chairman, said that after an "excellent" first three months the level of demand "dropped significantly" in the second quarter.

On turnover of £3.39m (£2.96m), pre-tax profits for the six months to April 30 fell from £17,000 to £147,500 as operating income was hit by a force majeure contract cancellation.

The interim dividend is maintained at 0.3875p, payable from earnings of 1.15p (£1.40p) per share.

## Casket issues trading warning

Casket, the UK's second largest bicycle manufacturer which also distributes clothing and hosiery, has issued a trading warning that the promising start to the new financial year has not been sustained and in both our busi-

nesses... we have been experiencing very competitive trading conditions.

"As a result, prompt action has been initiated by the board to reduce costs to reflect the current levels of demand."

Dwyer Estates back in black with £0.38m

Dwyer Estates, the Irish property investment and trading group, returned to the black in the six months to March 31 with a pre-tax profit of £278,000, against a loss of £728,000.

The recovery was achieved on turnover down from £2.82m to £2.43m and struck after a cut in interest payable from £2.06m to £985,000 and a reduction of realised deficit on sale of properties from £537,000 to £278,000.

Earnings per share emerged at 0.99p (2.69p losses).

Directors said that following December's rights issue, which increased net worth by £12.3m, net assets at end-March were £26.7m - 55p a share - and net debt stood at £29.5m, giving gearing of 111 per cent.

The company has changed its domicile to the UK through a new scheme of arrangement under which shareholders have been allotted shares in the new

holding company in exchange for their existing shares. In addition, under the new scheme of arrangement, the historical deficit on the profit and loss account has been eliminated to facilitate a return to dividends.

US partnership to take Holmes stake

Unimat Protection, the US security group which is quoted in the UK, has signed an agreement with HP Partners LP, under which HP will invest \$10m (£6.5m) in Holmes.

HP - a New York-based partnership formed specifically to make this investment - will receive in exchange 21.2m shares of common stock at 47.1 cents each and 9.6m warrants, each to purchase one share of common stock at \$2.75.

The transaction will give HP a 24 per cent stake in the company. The proceeds will be used to meet liabilities and particularly to repay Holmes' \$3m short term bank debt.

Holmes has agreed to seek a listing on Nasdaq and intends to delist its shares from London once the US listing is effective and taking account of access of existing stockholders to a public trading market.

on completion and £1.2m in September 1994.

TR Technology net assets rise

Net asset value per share of TR Technology rose by 40 per cent to 24.17p over the year to April 30.

After-tax revenue increased to £2.19m (£2.19m) and earnings emerged at 3.71p (2.7p). The dividend is lifted from 1.75p to 2.75p, which includes a 1p special.

CrestaCare to buy ScotCare for £12.5m

CrestaCare, the third largest private nursing home operator in the UK, is to expand into Scotland with the proposed £12.5m acquisition of ScotCare, the nursing home group.

David Brown buys French gear maker

David Brown Group, via its David Brown Power Engineering offshoot, has acquired three French industrial gear manufacturing and repair businesses, Weco, Cellard and L&H.

The price is £12.6m (£1.1m), together with assumption of finance lease obligations of some £2.5m. Net assets being acquired had a value of about £11.1m at June 1 1994; unimpaired operating profits for the 11 months to November 30 were £1.1m.

Druck expands with £1.82m acquisition

Druck Holdings has acquired Unomat Instruments, based in Nieuwegein, Netherlands, and Unomat Inc in Delaware, US, for a total consideration of about £1.82m (cash).

Unomat Instruments makes portable field calibrators, thermocouples and sensors and Unomat Inc distributes the products in North America.

Combined net assets of the two companies is about £1.82m, including £1.2m cash.

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### NOTICE OF DEBT TO THE HOLDERS OF XYVISION, INC. U.S. \$25,000,000 9% Convertible Subordinated Debentures Due 2002

NOTICE IS HEREBY GIVEN THAT pursuant to the Indenture dated as of May 5, 1991 (the "Indenture") between XYVISION, INC. (the "Company") and Citicorp Trust Company, N.A. (the "Trustee"), providing for the issuance of the Company's 9% Convertible Subordinated Debentures Due 2002 (the "Debentures"), the Company is in default under the Indenture in that it has failed to deposit funds to meet its May 5, 1994 interest payment obligation on the Debentures. This default, having continued for a period of 30 days, has matured into an Event of Default under the Indenture with respect to the interest payments due May 5, 1992 and May 5, 1994 and continues to exist.

Pursuant to the Indenture, upon the occurrence of an Event of Default, the holders of the Debentures are entitled to exercise certain remedies and rights contained in the Indenture. For a detailed description of these rights and remedies, please refer to the Indenture.

In order to provide you as a holder with further information about the Event of Default and the Company's plans, holders who wish to receive direct communications are hereby requested to send the same by returning a completed card to the address below with their names, addresses, certificate numbers and principal amounts of Debentures.

A copy of the Indenture is available for inspection during normal business hours at the corporate trust office of the Trustee at Four Albany Street, New York, New York 10006.

The Company has also informed us that it has attempted to contact many holders of the Debentures as possible to discuss a settlement or restructuring of the outstanding Debentures. The Company has also informed us that as of May 5, 1994, a total of \$2,250,000 principal amount of Debentures had been repurchased by the Company or surrendered to the Company for cancellation pursuant to a series of private exchange transactions in which the Company issued common stock and/or new debt securities in exchange for these Debentures. The Trustee has not independently confirmed this information and has received all of the Debentures relating to the transactions described above for cancellation. However, the Trustee has so far received \$1,885,000 aggregate principal amount of Debentures for cancellation.

Any holder of a Debenture who wishes to exercise its rights under the Indenture in connection with this Event of Default should be directed to the Company, Attention: Thomas H. Conway, CEO, 111 Edgewater Drive, Wakefield, MA 01880-1201, Telephone: (617) 243-4100.

Bankruptcy Trust Company, as Trustee  
Four Albany Street  
New York, New York 10006

Date: July 5, 1994



COMMODITIES AND AGRICULTURE

# London aluminium price touches a 39-month high

By Kenneth Gooding, Mining Correspondent

Aluminium touched \$1,580 a tonne, a 39-month high, on the London Metal Exchange yesterday as investment funds continued to make their presence felt in the metal markets. However, some profit-taking emerged and there was no support for prices from the US, where markets were closed for

Independence Day. So aluminium for delivery in three months eased back to close at \$1,519, up 9p. Aluminium's fundamental situation was improving, said Mr Angus MacMillan, research manager at Billiton-Enthoven Metals, "but the market appears to have run ahead of itself to some extent". This in western world daily output had yet to translate into a sustained fall in the huge stocks overhanging the market.

Mr MacMillan said that, if prices continued to strengthen, producers might be tempted to restart capacity at present shut down. However, for the time being Billiton was assuming this would not happen and it had revised its aluminium price forecast for 1994 up from an average of 54 cents a pound (\$1.190 a tonne) to 60 cents.

# Big copper deficit estimated

By Kenneth Gooding, Mining Correspondent

Copper's recent price rise followed a substantial deficit in supply during the first quarter of this year. Nickel and tin supplies were also outpaced by demand in the quarter, according to the UK-based World Bureau of Metal Statistics. However, the aluminium market continued to be plagued by a supply surplus, as did the lead and zinc markets. Its latest quarterly review, the WBMS said a big increase in demand for copper plus a fall in both western production and net imports from the former eastern bloc countries, helped copper to a first-quarter supply deficit of 264,000 tonnes. The bureau estimated that copper demand rose by 7.5 per cent in the first quarter compared with the same months of 1993 to 2.42m tonnes. Meanwhile, refined copper production slipped by 3.3 per cent to 2.15m tonnes and net western bloc imports dropped from

43,000 to 12,000 tonnes. Nickel producers helped themselves by cutting production substantially in the early months of this year because of the low prices at that time. Refined nickel output dropped by 10 per cent to 124,000 tonnes in the quarter. There was also a sharp fall in net eastern bloc imports, down from 20,000 to 8,000 tonnes. A near-2 per cent rise in consumption, from 162,000 to 165,000 tonnes left the market with a supply deficit increased from 4,000 to 33,000 tonnes. Tin's deficit slipped slightly in the quarter, from 9,000 to 8,000 tonnes reflecting a 3 per cent rise in output to 34,000 tonnes and static consumption at 42,000 tonnes. Consumption of aluminium in the quarter was shown 5.7 per cent ahead at 3.2m tonnes, while production eased by more than 2 per cent to 3.08m tonnes. The aluminium market was still left with a surplus of 157,000 tonnes, but that was

down from a 457,000 tonnes in the same quarter last year. The WBMS estimated that net eastern bloc aluminium imports in the quarter were still high by past standards, but they slipped from 318,000 to 302,000 tonnes. Zinc's supply surplus in the quarter also fell back - from 79,000 to 59,000 tonnes. Slab zinc output was down by 0.8 per cent, from 1.38m to 1.37m tonnes, net bloc imports were down from 47,000 to 29,000 tonnes while consumption was down by 0.7 per cent to 1.34m tonnes. The surplus of lead supplies in the quarter increased from 79,000 to 89,000 tonnes, boosted by in net eastern bloc imports - nil in the first quarter of 1993 - to 9,000 tonnes. Lead's prospects were helped by producer cuts at the mines. According to the WBMS western world refined lead output and consumption both edged up by 0.6 per cent, to 1.15m and 1.08m tonnes respectively.

Western World Supply and Consumption (thousand tonnes)				
	1994 Jan-March	1993 Jan-March	1994 Jan-March	1993 Jan-March
Aluminium				
Supply	3,962	4,056	Supply	182
Consumption	3,805	3,590	Consumption	185
Copper				
Supply	2,159	2,292	Supply	34
Consumption	2,422	2,293	Consumption	42
Lead				
Supply	1,157	1,141	Supply	1,401
Consumption	1,089	1,082	Consumption	1,342

Source: World Bureau of Metal Statistics. Supply figures below for net east-west trade.

# Farmers join environmentalists in reform call

By Alison Maitland

A group of prominent UK farmers and environmentalists yesterday launched a campaign to reform the common agricultural policy, describing it as "an astonishing abuse of public money". "At the moment, the more intensively you farm, the more handouts you get," said Mr Patrick Holden of the Soil Association, Britain's leading organic farming organisation, at the Royal Show in Warwickshire, England's biggest annual agricultural event. "We want to change that so that it becomes commercially possible for farmers to farm in a more environmentally friendly way."

The Gay Russer Group, named after the London restaurant where its members thrashed out their platform, includes Mr Jonathan Porritt, former director of Friends of the Earth, Sir Simon Gourlay, past president of the National Farmers' Union, and Ms Marie Skinner, a member of the NFU's policy-making council. Mr Oliver Walston, a large-scale arable farmer in Cambridgeshire and a leading critic of the 23m paid annually in subsidies to UK farmers, admitted he had undergone a conversion to the environmentalist cause.

"Two years ago I was out of touch with their sort of farming," he said. "But the situation in the countryside is economically and politically unsustainable." The group is calling for CAP subsidies to be redirected from production support to maintaining the landscape and wildlife, cutting pollution and rebuilding rural economies. "As a result, food surpluses will be reduced and farmers will be brought closer to the market place," it argues. It also wants to end "the insanity of set-aside, under which farmers are compensated for leaving the land uncultivated."

Most of the group's ire was directed at what Mr Porritt described as "the misdirection of public money and policy" by the British ministry of agriculture. But Sir Simon Gourlay accepted that CAP policy was determined by the EU and that other European governments and farmers "would need a lot of persuading". Some farmers in the UK, too, have yet to be persuaded of the need for CAP reform. Sir David Naish, NFU president, said yesterday that the union's recent policy document on options for reform "has initiated a discussion which some would probably prefer not to have". However Sir David, who has

been meeting EU counterparts to discuss reform, said there was a feeling in Europe "that no longer have the treasures in any member state the willingness to throw money at agriculture to get rid of the problem". Mrs Gillian Shephard, UK agriculture minister, yesterday announced a 33 per cent increase in funding to nearly £1.8m a year for research into new industrial and energy crops that could be grown on set-aside land. "About a sixth of our arable land is now in set-aside and there is justifiable concern that more effective use should be made of it," she said.

# Feel-good factor leads UK growers into danger

Plans for increased spending may be an over-reaction to short-term financial benefits

The crops beside the road between my farm in Norfolk and the Royal Agricultural Showground in Warwickshire confirmed my judgment that, in spite of the late spring, the grain harvest would begin at about the usual time in a few weeks.

Winter sown barley had turned from green to cream and the hot, dry spell over much of southern England had begun to ripen wheat as well. Indeed there were patches in many fields along the road where the short sharp summer drought had caused crops to die off rather than mature gently, and that bodes ill for potential yields.

But even though my car windshield quickly became splattered with dead aphids, which in large numbers can cause serious damage to cereal crops, I concluded that there was little I could economically do at this stage to influence the result of the harvest and continued on to the show.

The cereal variety plots, grown by the National Institute of Research in Cereals for demonstration purposes on the showground, gave a similar picture. It was interesting to note the emphasis the institute now gives to natural resistance to or tolerance of pests and diseases. Growers are advised to select for such characteristics



By David Richardson

entirely on the accident of sterling's devaluation, might promote a false sense of long-term security across the industry. Moreover a survey by the Royal Agricultural Society of England, which the Royal Show, suggests that that may already be happening. Each year the society attempts to measure the mood of the agricultural sector. The results of the poll it took last autumn, which almost by definition are bigger than the average farmer in England, indicate that, based on increases in income, some confidence has returned to the industry following the devaluation. More than three quarters of respondents said they were planning to invest in their businesses within 12 months, the majority intending to buy machinery. A further devaluation of the great pound last Friday triggered by the recent decline in the value of the pound against other European currencies, adds about 1.25 per cent to farm price guarantees and area payments for set-aside and the like. On the face of it this appears to justify the ebullient mood which has already resulted in significant increases in sales of tractors to UK farmers. According to the Agricultural Engineers Association

1993 saw a rise in new tractor sales of 33 per cent and during the first six months of 1994 the figure is up 3.7 per cent on the same period in 1993. Some industry pundits predict that the trade will continue to increase while others - the year-end figure will be similar to last year's. Meanwhile manufacturers, who cut back capacity during several years of declining sales, are finding it difficult to keep up with demand.

It seems churlish to question the wisdom of all this business. The improvement in farmers' fortunes based almost entirely on the accident of sterling's devaluation

# Free access to plant genetic resources assured

Geoff Tansey reports on an agreement to put gene collections under intergovernmental control

A new international agreement, guaranteeing equitable access to plant genetic resources should be signed within a few months. This follows the last Friday of the second session of the Intergovernmental Committee of the Convention on Biological Diversity in Nairobi, Kenya, delegates agreed that there should be no intellectual property rights governing the use of the 500,000 crop samples held in the gene banks of 11 international agricultural research centres. The committee gave "strong support for finalising the agreement between the United Nations Food and Agriculture Organisation and the International research centres as soon as possible". It will put the various collections under centralised intergovernmental

control under the management of the FAO's Consultative Group on Plant Genetic Resources. The agreement means that the collections will not be the centres' assets but globally-owned resources and the centres will manage them as trustees not owners, according to Dr Geoff Tansey, director of the International Plant Genetic Resources Institute. The centres will be charged with the responsibility of ensuring continued availability of materials under free access. There will also be no intellectual property rights (patents or plant breeder's rights) on those materials in the collections, which mainly come from developing countries, and this condition will be passed on to recipients of the samples. The institute has the lead role in dealing with plant genetic resources

among the 17 centres funded by the Consultative Group on International Agricultural Research, an informal group of donors. Each centre, however, is an independent legal entity governed by a board of trustees. Every year, more than 120,000 germplasm accessions from the collections and 500,000 samples of improved materials are distributed by the centres, mainly to developing countries. The agreement has already been accepted by the FAO's governing council, the commission and the individual centres. The opening of the Nairobi meeting was overshadowed by accusations by some non-governmental organisations that the World Bank was attempting to seize control of the consultative group's activities regarding plant

genetic resources and to delay signing of any agreements until 1996. These fears were rejected by Mr Ismail Serageldin, Chairman of the consultative group and a vice president of the World Bank, as based on "fanciful guesswork not backed up by fact". However, Mr Hank Hobbelaar, director of Genetic Resources Action International (GRAI) were that in a letter sent before the meeting he told one of the non-governmental organisations that it was "foolhardy to lock into agreements" before then. In a statement issued to the meeting, Dr Serageldin said: "The CGIAR is committed to carrying out the responsibilities of trusteeship [over the genetic resources in its gene banks] in concert with FAO and its Commission on Plant Genetic

Resources, and with the contracting parties to the Convention on Biological Diversity". Mr Hawtin welcomes the "clear message from Nairobi that says sign". The consultative group would like to see the agreement but since it is not a legal body it can only do so if each centre delegates its signature to the group chairman. This is what is likely to happen, believes Mr Hawtin, but he sees possible delays if some centre boards still have to give approval. "I'd rather see a quick signature than delays", he says, as would the non-governmental organisations, which welcome the Nairobi meeting's call for an agreement as soon as possible. They see it as an important step in ensuring equitable access to the world's genetic resources.

## COMMODITIES PRICES

BASE METALS		
LONDON METAL EXCHANGE		
(Prices from Unmargined Metal Trading)		
ALUMINIUM 99.7% Purity (\$ per tonne)		
Cash	1494-5	1519-20
Close	1494-5	1519-20
Previous	1494-5	1519-20
High/Low	1494-5	1519-20
AM Official	1494-5	1519-20
Open Int.	N/A	
Total daily turnover	N/A	
ALUMINIUM ALLOY (\$ per tonne)		
Cash	1494-5	1519-20
Close	1494-5	1519-20
Previous	1494-5	1519-20
High/Low	1494-5	1519-20
AM Official	1494-5	1519-20
Open Int.	N/A	
Total daily turnover	N/A	
LEAD (\$ per tonne)		
Cash	887-5	893-4
Close	887-5	893-4
Previous	887-5	893-4
High/Low	887-5	893-4
AM Official	887-5	893-4
Open Int.	N/A	
Total daily turnover	N/A	
NICKEL (\$ per tonne)		
Cash	6310-15	6405-10
Close	6310-15	6405-10
Previous	6310-15	6405-10
High/Low	6310-15	6405-10
AM Official	6310-15	6405-10
Open Int.	N/A	
Total daily turnover	N/A	
ZINC (\$ per tonne)		
Cash	6310-15	6405-10
Close	6310-15	6405-10
Previous	6310-15	6405-10
High/Low	6310-15	6405-10
AM Official	6310-15	6405-10
Open Int.	N/A	
Total daily turnover	N/A	

PRECIOUS METALS		
LONDON GOLD MARKET		
(Prices supplied by N M Rothschild)		
Gold (Tray oz)		
Cash	369.70-370.25	369.70-370.25
Close	369.70-370.25	369.70-370.25
Previous	369.70-370.25	369.70-370.25
High/Low	369.70-370.25	369.70-370.25
AM Official	369.70-370.25	369.70-370.25
Open Int.	N/A	
Total daily turnover	N/A	
Silver (Tray oz)		
Cash	340.00	340.00
Close	340.00	340.00
Previous	340.00	340.00
High/Low	340.00	340.00
AM Official	340.00	340.00
Open Int.	N/A	
Total daily turnover	N/A	
Platinum (per 100g)		
Cash	950.00	950.00
Close	950.00	950.00
Previous	950.00	950.00
High/Low	950.00	950.00
AM Official	950.00	950.00
Open Int.	N/A	
Total daily turnover	N/A	

GRAINS AND OIL SEEDS					
■ WHEAT LCE (\$ per tonne)					
	Sett price	May's	June's	Open bid	May's
Jul	102.50	+0.25	102.00	101.50	99
Aug	102.50	+0.25	102.25	102.25	99
Sep	102.50	+0.15	102.35	102.35	99
Oct	104.50	+0.15	104.35	1,416	68
Nov	104.50	+0.20	104.30	1,416	68
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**Equity Shares Traded**

800-811-1111

Month	FT Ordinary Index	FT-SE-A Non Fins p/s
May	~350	~250
Jan 1994	~300	~200

FT Ordinary Index  
FT-SE-A Non Fins p/s

**Worst performing sectors**

- 1 Electricity
- 2 Distributors
- 3 Oil Exploration & Prod
- 4 Textiles & Apparel
- 5 Spirits, Wines & Cider

group MFI ■ the shares ■ to 142p. However, some analysts said the pre-tax improvement to £34.4m from

£30.7m previously was by various factors. Speculation of an rights issue saw Haristone, the socks ings company, fall 3 Courtaulds grew ahead of a visit by Germany next week one of the company's operations with Hoe Shanks & McEwan to following a troubled waste disposal was a likely takeover from international

British Aerospace 10 to 45p, boosted by remarks from Sir John Timley.

Rolls-Royce moved to 181p, with Lehman Brothers reported to have shown interest in the stock.

From the group GKN that its division had signed a contract for the purchase of more than \$100 million worth of armoured vehicles for the Kuwaiti army, the shares gain 9 p to 569p.

**MARKET REPORT**  
Peter John,  
Joel Kibazo,  
Steve Thompson.

■ Other \_\_\_\_\_ Page \_\_\_\_\_

**TERDAY**

	Place	Points
_____	65	3
_____	11	

.....	91	
.....	194	107
.....	61	26
.....	179	28
.....	21	17
.....	97	60
.....	162	23
.....	51	41
	<b>391</b>	<b>390</b>

the London Share Service.

27      Last Declarations  
 8      For **.....**

..don Grp, Hibby (4), Mirror Grp, NORD  
 & Greenfield, Warburg (92).

ES: EQUITIES	price	div.	Net	D
			div.	
Hemlock	255		WSL7.74	2
	255		LNI.08	2
Qntd Wm C	102	-1		
ure	45			
eduary Pb			WSL.00	2
Dolphin	137		LS.00	2
romes	180		WSL.00	2
arbon Int	107		WSL.00	2
romes C Wt		+1		
g Indion		+2		
romes C				
romes			LNI.00	2
ediate			LNI.24	4
Japan Writ	65			
Alenfield	34			
Fry Euro			b5.2	
on Clubs			WSL.00	2
	117		WSL.00	2
	123		WSL.00	2

	Latin		
HY Smir G	99		
Gove	99		
Sp Gth Ptg	106		L1.8 1.
Int Ceramic	97		
	99		WNE5 1.
	140		

City	2006	2005	2004	2003	2002	2001	2000	1999	1998	1997	1996	1995	1994	1993	1992	1991	1990	1989	1988	1987	1986	1985	1984	1983	1982	1981	1980	1979	1978	1977	1976	1975	1974	1973	1972	1971	1970	1969	1968	1967	1966	1965	1964	1963	1962	1961	1960	1959	1958	1957	1956	1955	1954	1953	1952	1951	1950	1949	1948	1947	1946	1945	1944	1943	1942	1941	1940	1939	1938	1937	1936	1935	1934	1933	1932	1931	1930	1929	1928	1927	1926	1925	1924	1923	1922	1921	1920	1919	1918	1917	1916	1915	1914	1913	1912	1911	1910	1909	1908	1907	1906	1905	1904	1903	1902	1901	1900	1899	1898	1897	1896	1895	1894	1893	1892	1891	1890	1889	1888	1887	1886	1885	1884	1883	1882	1881	1880	1879	1878	1877	1876	1875	1874	1873	1872	1871	1870	1869	1868	1867	1866	1865	1864	1863	1862	1861	1860	1859	1858	1857	1856	1855	1854	1853	1852	1851	1850	1849	1848	1847	1846	1845	1844	1843	1842	1841	1840	1839	1838	1837	1836	1835	1834	1833	1832	1831	1830	1829	1828	1827	1826	1825	1824	1823	1822	1821	1820	1819	1818	1817	1816	1815	1814	1813	1812	1811	1810	1809	1808	1807	1806	1805	1804	1803	1802	1801	1800	1799	1798	1797	1796	1795	1794	1793	1792	1791	1790	1789	1788	1787	1786	1785	1784	1783	1782	1781	1780	1779	1778	1777	1776	1775	1774	1773	1772	1771	1770	1769	1768	1767	1766	1765	1764	1763	1762	1761	1760	1759	1758	1757	1756	1755	1754	1753	1752	1751	1750	1749	1748	1747	1746	1745	1744	1743	1742	1741	1740	1739	1738	1737	1736	1735	1734	1733	1732	1731	1730	1729	1728	1727	1726	1725	1724	1723	1722	1721	1720	1719	1718	1717	1716	1715	1714	1713	1712	1711	1710	1709	1708	1707	1706	1705	1704	1703	1702	1701	1700	1699	1698	1697	1696	1695	1694	1693	1692	1691	1690	1689	1688	1687	1686	1685	1684	1683	1682	1681	1680	1679	1678	1677	1676	1675	1674	1673	1672	1671	1670	1669	1668	1667	1666	1665	1664	1663	1662	1661	1660	1659	1658	1657	1656	1655	1654	1653	1652	1651	1650	1649	1648	1647	1646	1645	1644	1643	1642	1641	1640	1639	1638	1637	1636	1635	1634	1633	1632	1631	1630	1629	1628	1627	1626	1625	1624	1623	1622	1621	1620	1619	1618	1617	1616	1615	1614	1613	1612	1611	1610	1609	1608	1607	1606	1605	1604	1603	1602	1601	1600	1599</
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	June 30	June 29	June 28
4,097	23,148		
	1285.0		
		27,684	24,831
	484.8	810.2	



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